

Sales Management

THE MAGAZINE OF MARKETING

UNIVERSITY
OF MICHIGAN

JUL 20 1951

BUSINESS ADMINISTRATION
LIBRARY

WHAT WOMEN LIKE AND DISLIKE ABOUT PACKAGES TODAY

Housewives appraise tin, glass, cardboard and plastic containers . . . air their preferences and gripes about closures . . . tell what information they want on the outside of the package . . . indicate how the package influences first purchases and brand switches. Part I in this issue, page 50.

Significant Trends . . Marketing Pictographs

FIFTY CENTS



JULY • 15 • 1951



- ➔
- Convention Plans
 - Motion Pictures
 - Meetings Packages
 - Television Commercials
 - Demonstration Devices
 - Screen Advertising
 - Skits
 - Cartoon Comedies
 - Training Manuals
 - Slidefilms
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 - Quiz Materials
 - Speech Coaching
 - Pageants
 - Stage Presentations
 - Portable Stagettes
 - Meeting Equipment
 - Projection Service
 - Technicolor Productions
 - Field Surveys
 - Convention Supervision

One-Stop Service

Here's a "backstage look" at a completely integrated plan going into action—a well-trained team of Jam Handy specialists helping you to set the stage for a bang-up meeting, large or small.

It's just one example of how Jam Handy's One-Stop Service helps work out every detail for effective, hard-hitting visual presentations. Jam Handy service coordinates every element. The hard work is done *for* you the way you want it. You have no last-minute worries about a forgotten this or that. When you deal with *this* Organization you simplify your problems and you reduce your costs.

Jam Handy has built a well-deserved reputation for efficient and effective visual presentations of every kind. Films, charts, slide talks or other presentations for field meetings or conventions—whatever your requirements, The Jam Handy Organization is equipped to do the job for you.

Check the products and services at the left. Then call or write the Jam Handy One-Stop Service office nearest you to get all the help you need.

The
JAM HANDY
Organization

Offices ➔

NEW YORK 19
1775 Broadway

WASHINGTON 6
1730 H. Street, N.W.

DAYTON 2
310 Talbot Bldg.

DETROIT 11
2821 E. Grand Blvd.

PITTSBURGH 22
930-932 Penn Ave.

CHICAGO 1
230 North Michigan Ave.

LOS ANGELES 28
7846 Hollywood Blvd.

Tell it to Kimberly-Clark

An idea exchange service for
advertisers and buyers of printing

Promotional pieces can also promote good will!

In the rush to sell your products, don't overlook the importance of selling good will. Our travel kit, presented to each passenger on the Santa Fe Super Chief, is an example of how this can be done through providing a "service." The kit contains Canasta, Bridge, and Rummy scorepads plus rules; stationery, stamped envelopes and postcards; matches, scratch pad; colorful travel folders about California, The Land of Pueblos, Grand Canyon and Indian Country; a complete Santa Fe time schedule, and a sizable booklet of interesting facts about all towns, places and sights along the entire Santa Fe system. By making each passenger's trip so much more enjoyable, we have evidence that this unique service has paid for itself many times over in good will toward our railroad.

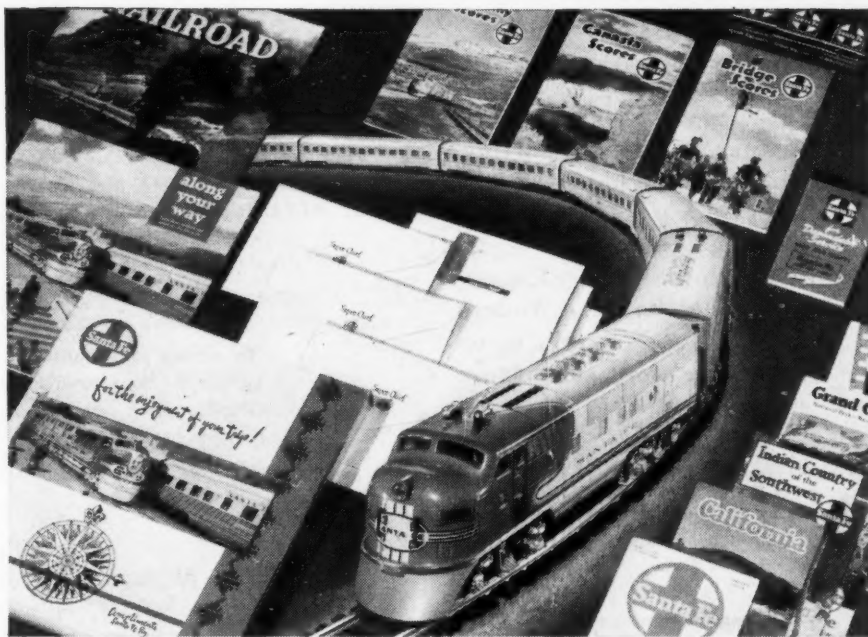
Arthur A. Dailey,
General Advertising Manager,
Santa Fe Railway System, Chicago, Illinois



"Two" pages in color for the price of one!

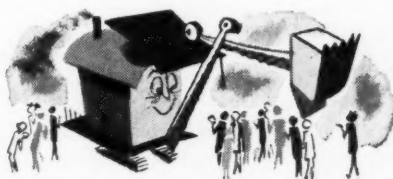
One of this agency's most unusual ads was prepared recently for Julius Kayser & Co. It featured two new hosiery and glove colors and looked like a four-color double spread. Actually, however, the ad just gave the effect of a color spread. The left page contained a small copy block and part of the headline, which carried over to the right page. There, our only use of color (in the illustration) was lavishly surrounded with white space. Thus, not only did we cut the color costs in half, but created something new in fashion layout; it may even have possibilities for direct mail pieces.

Mrs. Ruth B. LeBron,
Cecil & Presbrey, Inc., New York, N. Y.



Painless education for salesmen!

Is there an easy way to educate dealer salesmen with the features of your product? We found the solution in a 3-month program called "Circus Quiz"—a program that was both entertaining and educational. Each week, data sheets on our various crane and shovel products



were mailed to the salesmen's homes. A quiz was attached which they filled out and returned after reading the data sheet. Points were awarded based on the number of correct answers, and the salesman and his family could choose from a catalog the prizes which best suited their needs. On completion of the quizzes, data sheets could be assembled to form a complete manual of products and sales information. This program resulted in almost 100% participation, and definitely

improved the salesmen's knowledge of our equipment. Try it—it may work as successfully for you!

G. L. Staudt, Advertising Manager,
Harnischfeger Corporation, Milwaukee, Wis.

Do you have an item of interest? Tell it to Kimberly-Clark!

All items become the property of Kimberly-Clark. For each published item, a \$50 Defense Bond will be awarded to the sender. In case of similar contributions, only the first received will be eligible for an award. Address Idea Exchange Panel, Room 109, Kimberly-Clark Corporation, Neenah, Wis.



* * *

As paper is still on allocation, please help prevent the shortage from spreading further. And remember—you add crisp freshness and sparkling new sales appeal to all printed pieces—at less cost, with less waste—when they're done on fully-coated Kimberly-Clark printing papers. Use them whenever possible.

Kimberly-Clark Corporation NEENAH, WISCONSIN



Quality Machine-Coated Printing Papers

Hifect* Enamel Lithofect* Offset Enamel Trufect* Multifect*

*T. M. REG. U. S. PAT. OFF.

JULY 15, 1951

The COURIER-EXPRESS *SELLS* WESTERN NEW YORK

Because WESTERN N. Y.
IS SOLD ON THE
COURIER-EXPRESS

ONE REASON is complete, factual, unbiased reporting. An outstanding local staff combines with six great news services...three of them exclusive with the Courier-Express in Buffalo...to bring Western New Yorkers the full, up-to-the-minute word and picture story of world, national and local happenings.

Associated Press
International News Service
*Chicago Tribune
United Press

*Overseas News Service
*New York Times Foreign Service
*Exclusive with the C-E in Buffalo

THE PROOF is found in the fact that more people* buy the Sunday Courier-Express than any other paper in the State, outside of New York City... and that the Morning Courier-Express is the proved medium to best sell those families with the most money to spend.

*290,348 ABC Audit, 9/30/50

COLOR

for Greater Selling Power

Full color (two, three or four) available weekdays... black plus one color, Sundays.

BUFFALO COURIER EXPRESS

Western New York's Only Morning
and Sunday Newspaper

REPRESENTATIVES:

SCOLARO, MEEKER & SCOTT

It Gets Results Because It
Gets Read Thoroughly

Sales Management

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JULY 15, 1951

The T.R. 10 Minute Survey

IT'S EASY FOR YOU TO CHECK
UP AND FIND OUT FOR YOUR-
SELF WHO USES T.R. FOR
"WHERE-TO-BUY" INFORMATION

Call five or six companies...any companies...where you do business. Ask the purchasing department—"What media is used for 'Source-of-Supply' information?"

**4 out of 5
Companies**

WILL ANSWER...

Thomas Register!

Here is an unbiased test. Conducted in a few minutes from your own telephone. Already 8,500 advertisers know that T.R. produces more sales at lower unit cost.

**"8,500 T.R. Advertisers
Can't Be Wrong"**

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

**THOMAS
REGISTER**

461 EIGHTH AVENUE • NEW YORK 1, N. Y.





Cherokee? Naw! Me Chevrolet!

And Chevrolet's doing a great job of reaching truck operators and salesmen's car operators via Nation's Business. With three-quarters of a million *mass coverage of business management* (the big book in its field), you can be sure Nation's Business is being read by the men who buy cars and trucks by the hundreds as well as the thousands more who operate ten vehicles or less. For Nation's Business covers 85% of the big firms, 47% of their top echelon . . . and dominates the \$127 billion small business market as well. Ask your agency for the NB story. Nation's Business, Washington 6, D. C.

mass coverage of business management

NATION'S BUSINESS

A GENERAL MAGAZINE FOR BUSINESSMEN



EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760

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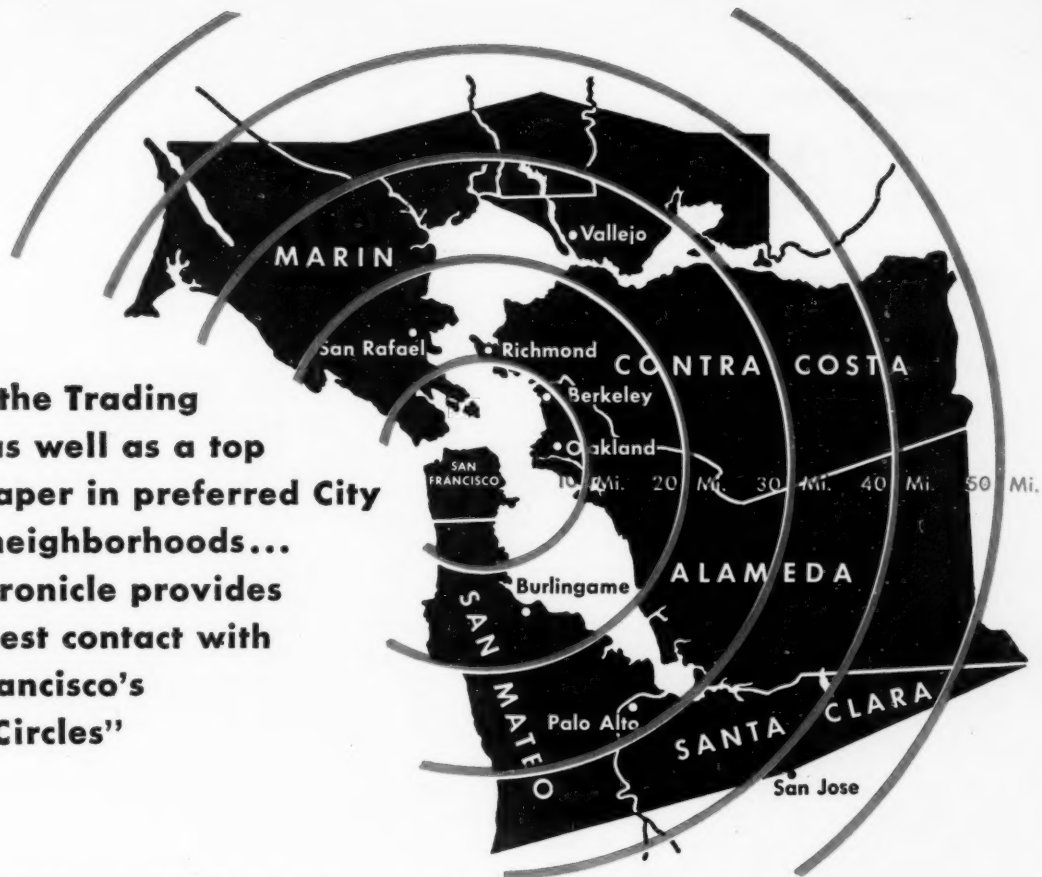


July 15, 1951

Volume 67

No. 2

**Big in the Trading
Zone as well as a top
newspaper in preferred City
Zone neighborhoods...
The Chronicle provides
your best contact with
San Francisco's
"Best Circles"**



SAN FRANCISCO Chronicle

YOUR #1 SALES-MAKER IN THE MARKET

IN SAN FRANCISCO, our ABC City Zone, live 760,381 people — *less than 30%* of total market (9 counties) population.

Within a 50-mile radius . . . in the 66 "bedroom towns" of our ABC Trading Zone . . . live 1,890,993 people. *A population almost 150% greater than in the City Zone.*

Trading Zone families receive over 60% of our market's spendable income. They account for nearly 70% of retail food sales, more than 60% of retail drug sales, 58% of general merchandise sales.

Trading Zone families own 3 out of 4 automobiles registered in this market. And 9 out of 10 new homes are built in San Francisco's Trading Zone suburbs.

(Sources: 1950 Census reports. Sales Management's 1951 copyrighted survey. California Dept. of Motor Vehicles. San Francisco Bay Area Council Research.)

**National Representatives: SAWYER, FERGUSON, WALKER CO., New York
Chicago • Philadelphia • Detroit • Atlanta • San Francisco • Los Angeles**

The Human Side

EAT AND CHARGE

Recently The Diners' Club celebrated its first anniversary: If you're one of its more than 42,000 members the mechanics of its operation are familiar to you. But if you live in a small community, out-of-bounds to large cities, you might like to know what's being done to make life simpler—where eating is concerned, anyway—for the busy executive who gets embarrassed when he calls for the check and pays it in front of his client. For members of The Diners' Club those days are gone forever. All a member need do is sign the tab. The Diners' Club takes care of the rest and the member comes into the picture only once more: At the end of the month he writes a check for all the tabs he's signed and mails it to the Club.

Today more than 300 top night clubs and restaurants, in approximately 78 large cities, are enrolled in the plan. They've all found that their business has increased and that the possibility of losing dough from people who sign tabs, then disappear into limbo, is nil. Frank McNamara, president of The Diners' Club calls his Club a "million-dollar-idea." The Club was born when Frank found himself in a Manhattan restaurant one day, sans money, and with an expensive dinner under his belt. Convincing the manager of his solvency was an ordeal which he decided he could, in the future, finesse. He says he still has nightmares built around the two hours he sat

in that restaurant, being stared at by its patrons, while his wife drove in from Long Island to bail him out. "Never again," Frank kept mumbling while he waited.

... Out of Indignation

Next day he began to work out details for his Diners' Club. The mechanics of the plan were simple, and he's kept them that way. A prospective member applies for membership by writing or calling the central headquarters in the Empire State Building, or to one of the branch offices in Chicago or Los Angeles. Credit references are then checked and if you're tried and not found wanting, a membership card is issued. From then on you can sign your name to the check at any member-restaurant. At the end of the month The Diners' Club bills you on a single invoice.

A year after Frank McNamara's trial-by-fire in a Manhattan restaurant, the Club, which came out of his misery, has grown into a big business. The 42,000 members chalk up a monthly billing of \$500,000. And the organization extracts a yearly fee of three dollars from all members—the only extra tariff paid by card holders and cheap at the price.

Everyone seems happy with the idea. Frank is getting rich, restaurants are delighted with all of the Clubs' aspects. And businessmen, with an ever-watchful eye where tax deductions are concerned, have a record of their dining-out-for-business-reasons. The organization also recruits a lot of members who dislike carrying large sums of money with them.

McNamara's goal is a complete national coverage of top-flight clubs and restaurants. Arrangements have also been made for members to charge car rentals in 70 cities. The Club's newest convenience: charging flowers. So far only New York has this one. And soon Club members will be able to add travel and hotel expenses to their privileges. After that—almost anything!



HE EATS . . . in his own restaurant—in 78 cities! He's Frank McNamara, and while the restaurants aren't exactly his, he does head The Diners' Club. Food on the cuff, to you.

THE WINK DID IT

Did you get winked at by the Blatz girl? Were you one of thousands of men who did a double-take when she brazenly cut her eye at you? We'll bet that even though she was only a picture in a bar window you stopped and tried to figure how someone had gotten a flat, seemingly usual picture to give you the eye. And since you never figured it out, permit us to introduce you to a pair of sleight-of-hand artists who make a business of building unique window displays which seemingly have motion and animation: They're Kay and Vic Anderson, a smart-as-paint husband-and-wife team who operate out of New Rochelle. They're the inventors of the wink-



Again, SEVENTEEN breaks
all advertising records!

In August, advertisers will use more
pages...including more four-color pages...
to sell more goods than ever before in
SEVENTEEN's history.

There is just one reason:

seventeen sells!

NEW YORK OFFICE... 488 Madison Avenue, New York 22, New York
NEW ENGLAND OFFICE..... Statler Building, Boston 16, Massachusetts
WESTERN OFFICE..... 400 North Michigan Avenue, Chicago 11, Illinois
PACIFIC COAST OFFICE: 9126 Sunset Boulevard, Hollywood 46, California
SOUTHERN OFFICE..... Rhodes-Haverty Building, Atlanta, Georgia

ing Blatz girl. But she's just one of their creations.

Vic Anderson has an engineer's mind. Kay is a born salesman—or saleswoman, if you must. Together they operate Pictorial Productions, Inc., whose sole purpose—aside from making money for the Andersons—is to cause shoppers to do a double-take and cajole them into spending money for the product which captured their attention. Vic evolved his display technique after several years of concentrated effort and with no little help from Monsanto. His three-dimensional, artistic creations are selling more beer for Blatz, more orange juice for Birdseye, more carpets for Alexander Smith, to name a few of his clients.

But first you'd like to know how he made the Blatz girl wink at you. The secret is a three-dimensional camera which Vic perfected. It's a tremendous thing with a tremendous range—four feet to anything you want. With it he manages trick optical effects by moving the camera slowly from left to right and taking a series of pictures of the girl, the beer, the rug or the toaster. All on one plate! Of course these appear to be scrambled, on the final print. But when a sheet of special Monsanto plastic, specially treated, is placed before the scrambled picture the hundreds of tiny lenses "built into" the plastic sheet bring the picture into focus for the viewer. And since the camera, moving from left to right, shot "around" the object from both sides, the picture seems to "jump" and the viewer imagines action. Simple?

Blatz ordered 1,000 of the displays, let dealers have them on a trial basis. If the dealers liked them, Blatz

would order 3,000 more. How many requests did Blatz get? Somewhere in the neighborhood of 15,000. And as a sort of bonus, Blatz discovered that the display didn't "wear out," as most static displays do. It's still making sales and conversation.

Another Anderson creation: a girl, smiling over a cigarette. Before it: a handsome cigarette lighter. Move a little to the right and the lighter appears to snap a flame. Voila! The cigarette is lit. The viewer supplies the action, the display matches it.

Kay's work is to contact a client and study his entire advertising program. Often the Andersons tie-in with the client's national advertising program, as in the case of Alexander Smith. They took one of Smith's national rug advertisements, in full color, and made a three-dimensional shadow box display from it. Superimposed on a picture of the Smith advertisement (an attractive room featuring a Smith rug) the Andersons cleverly placed a swatch of the rug with a woman's hand holding it. If you look at it head-on, you see the room setting, in beautiful color. But if you should take a step to the side, you will get the rug sample and the hand holding it. It's sold plenty of rugs!

The Andersons understand the whole procedure perfectly. To them it's as simple as, well, a three-dimensional camera. But they admit that their two lassies, age five and seven, are completely baffled and have long arguments with their parents about the thing. The young Andersons call it magic—and who are their parents to tell them different?



2821

Helpful Book, Free! ➔

Pre-Planned from the start

Right from the first interview with your United Van Lines agent's representative, each United move is *Pre-Planned* for your benefit. Advance attention to troublesome details saves many difficult hours later. More and more alert sales executives are specifying United *Pre-Planned* moving—it's a "life-saver" service they can depend on every time. Call the friendly, helpful United agent nearby, or write or wire United Van Lines Moving Headquarters, St. Louis 17, Mo.



United VAN LINES, INC.

Moving With Care Everywhere . . . Over 400 Agents in U. S. and Canada

United Van Lines, Inc.
St. Louis 17, Mo.

Without obligation, please send your 20-page Picture Book, "Moving with Care Everywhere" . . . with helpful moving ideas.

NAME _____

FIRM _____

ADDRESS _____

CITY _____ STATE _____

People and their Ideas



COOK

After a year-long study of the Sales Department in relation to the company's business opportunities, American Whellabrator & Equipment Corp. has announced a reorganization and expansion of the sales staff at the executive level. **L. L. Andrus**, formerly v-p in charge of sales, is promoted to v-p and executive head of the Dust & Fume Division. **John A. Silver** has been named director of sales. **E. B. Rich**, the company's Chicago representative, becomes general sales manager . . . General Foods also has announced executive changes: **C. W. Cook**, formerly division production manager, has been given the newly-created post of product manager, with marketing responsibility for Instant Maxwell House Coffee. **George White** will succeed him.

"I think that one of the greatest inspirations we have in this country is the knowledge that someone's savings provided us with the capital funds to build our great industrial empire," said Secretary of the Treasury, **John W. Snyder** at the recent U. S. Defense Bond program and preview re-



REINBOLT



CLARKE

ception, held aboard the new *S.S. Constitution*.

July brought, in addition to hot weather, some important executive appointments . . . International Forwarding Co., domestic and foreign freight forwarders, has a new president. He's **R. H. Burgess**, 40, who began his career with the company in 1928. He's been v-p in charge of sales . . . **Thomas E. Akers** was elected president, and **Maurice N. Trainer** was named chairman of the board of

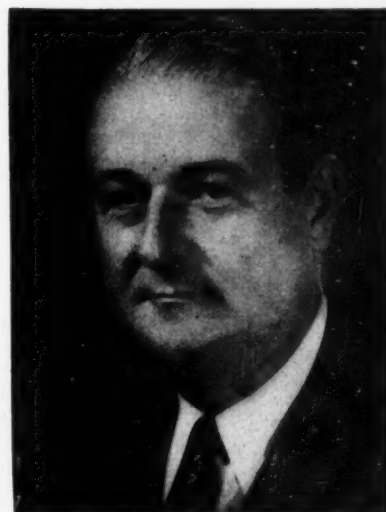


GOODMAN

Dominion Brake Shoe Co., Ltd. **Kenneth T. Fawcett** was appointed v-p of American Brakeblok and Kellogg divisions of the company . . . At De Laval Steam Turbine Co. **James P. Stewart** was elected president, **Wen- cel A. Neumann, Jr.**, v-p of industrial sales and **H. G. Bauer**, v-p of engineering. Bauer will continue as manager of marine sales . . . **Lawrence L. Garber**, general manager, American-Fort Pitt Spring Division of H. K. Porter Co., Inc., has been named a v-p of the company . . . **Dominic A. Schuler** general manager of the Waterfill and Frazier distillery, is the company's newest v-p. . . . Richfield Oil Corporation of New York has a new president: He's **Frederick H. Meeder**. The corporation also elected two new v-p's: **H. G. Meyers** and **R. F. Glock** . . . **Arthur Vinson** has been appointed manager of employee and community relations of G-E's Small Apparatus Divisions . . . **W. A. Sheaffer Pen Co.** has promoted two of its executives to

vice-presidencies. They're **M. T. Erdtsieck** and **Frank M. McCowan** . . . **Martin Aaron** is the new v-p at American Plastics Corp. He's been assistant to the president . . . **Remington Rand Inc.** also has a new v-p; **Herbert Goodman**, branch manager of the Washington, D. C., office.

Appointment of **John E. Powers** as trade sales manager of General Tire & Rubber Co. has been announced. His entire career has been in the sales end of the business . . . **Arthur G. Hadley** and **Richard M. Holsten** will divide the sales and promotional responsibilities of newly-formed Erno Laszlo Co. Both men have been associated with top cosmetics and fashions concerns . . . **William T. Jordan** has been named sales promotion manager for *Farm and Ranch-Southern Agriculturist* . . . **Jack E. Herrick** has been appointed advertising manager of Hoffman Sales Corp. He's been chief copywriter for Hoffman Radio Corp. . . . Promotions of key personnel in the Sales Department of American Central Division, Avco Manufacturing Corp., have been made known: **C. A. Reinbolt**, advertising and sales promotion manager, has been named assistant general sales manager. **C. K. Clarke** will become assistant general sales manager in charge of field sales operations. **C. F. Hastings** will assume additional responsibility for sales production con-



POWERS

trol and product design and development . . . **Maurice E. Dryer** becomes sales manager for the Eastern, New England and Midwestern states for Joyce, Inc. . . . Encyclopaedia Britannica has appointed **J. C. Bradley** as manager of the Chicago Division.

The Saturday Evening
POST
July 7, 1954 - 25¢

**MR. SINGER'S
MONEY MACHINE**
The Fascinating Story of a
Tight-Lipped Corporation

**THE CASE HISTORY OF
A GIRL ON PAROLE**

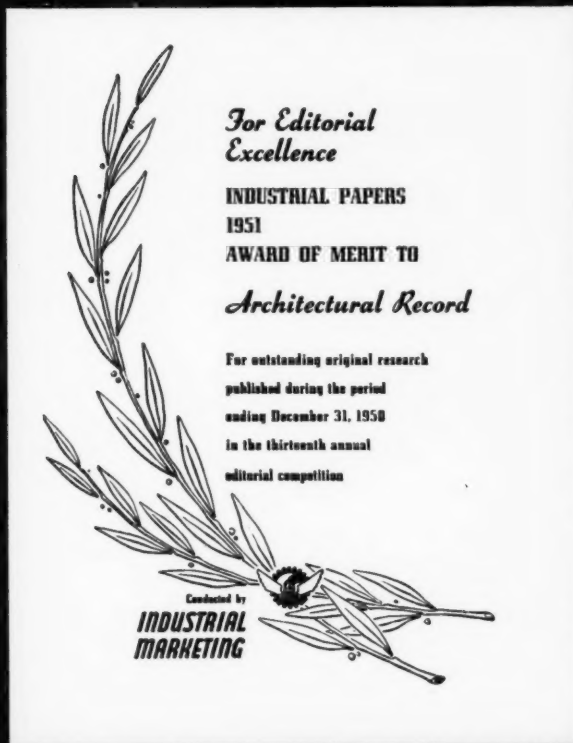
The Saturday Evening
POST -gets to

and advertisers...

AWARDS FOR EDITORIAL EXCELLENCE



First Award for the best single issue — October 1950 issue featuring "Mental Hospitals and Schools".



Award of Merit for outstanding original research — "Next Year's Boom Will Be Different", published in the November 1950 issue.

tion advertising values, it is significant that more advertisers buy more pages of advertising in Architectural Record than in any other magazine serving architects and engineers.

The results of Industrial Marketing's editorial competition will come as good news to the 460 building products manufacturers currently advertising in the Record. It's good business to pick a winner!

You can verify for yourself the Record's editorial leadership. Ask architects and engineers what magazine they prefer. The Record is first in 31 out of 34 recent readership studies sponsored by advertisers and their agencies.

Architectural Record

"Workbook of the Architect-Engineer"



119 West Fortieth St.
New York 18, N. Y.
Longacre 3-0700

Retailers

"sold" on new product by one ad

Behind most consumer sales you'll find a retailer who has been sold first.

One of the problems facing a nationally-known manufacturer of lighting fixtures and lamps was to explain an entirely new product to consumers and the trade. Prices were not low . . . they started at \$20.

To do both jobs, advertisements were run in a group of "shelter" magazines and in *The New York Times Magazine*.

Within a week after the advertisement appeared in *The Times*, more than 1,000 requests were received from consumers for a booklet mentioned in that advertisement. Four weeks later requests still were coming in.

Salesmen in the field reported that in city after city, important department and furniture store executives remarked on the ad in *The Times*. And, more important, these same executives were responsible for getting the product into the stores in many instances when lamp buyers had not stocked it. Orders and re-orders by retailers that followed immediately after publication of the advertisement in *The Times* resulted directly from that ad, salesmen on the road reported.

If your sales problem is to stimulate buying interest and to sell consumers and the trade, you'll find it's easier to do both jobs quickly and profitably with your advertising in *The New York Times* . . . for 32 years first in advertising in the world's first market.

The New York Times

"All the News That's Fit to Print"

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO

The Scratch Pad

BY T. HARRY THOMPSON

In insurance lingo, you could say that our foreign policy has lapsed.

Keeping the thing in Korea a "small war" was laudable, of course, but 66,000 casualties don't exactly sound like a tennis match.

Quoting a retailer in the *Los Angeles Commercial Bulletin*, Jim Collins passes along a definition of O.P.S.: "Over-Priced Steak."

Ted Durr sends a bit of Pennsylvania, Deutsch philosophy: "Ve get too soon old und too late schmart!"

HONEY: A potent source of bee-vitamins.

Reading here about a hole-in-head cigar, Evanston's Bill Wright sends an ad on Madison Boring Tools, showing a man with three holes in his head. Madison contends "There's no substitute for the man with holes in his head."

MEDICAL EXPENSES: Something you keep a record of for income-tax deduction, but hope will not be large enough at year's end to earn same.

Why is it nobody ever mentions Whistler's mother-in-law?

Olmsted & Foley offers an orchid to the s.m. who gave us this capsule of selling-sense: "We want customers—not orders!"

Walter Winchell says Bing Crosby's secret ambish is to do a column, then adds that colyuming is one headache aspirin won't reach. Fiddlesticks!

"Every man's work is always a portrait of himself."—*Samuel Butler*.

A "tidy red tin" of Prince Albert, as we used to call it, came by mail from *Grit*. Wrapped around it was a picture of a lighted pipe, a "glowing example" of what advertising in *Grit* can do. For example, five times more sales than any other brand for one pipe-tobacco (presumably P.A.) advertised in the magazine of small-town America.

NIT—"You say the Amazon is the longest river in the world?"

WIT—"Yes. It's even longer than a Sid Stone commercial."

Toward a more picturesque speech: "She ripped him out like a chain-stitch!"

The automobile hadn't been invented when the Greeks gave us the word *basophobia*. It means a morbid fear of walking.

Merger of television and movie interests should augur well for better (at least, newer) films on TV. Herb Stein reportedly asked Gene Fowler: "What's gonna happen to the picture business?" Gene's interrogative reply: "What happened to the blacksmith?"

John O'Brien says a Washington cop left a prowler-car in the department's garage with this note: "The syreen on Car No. 15 ain't working. It will sigh, but it won't reen."

A *Reader's Digest* report pooh-poohs the idea that dime-store sunglasses are harmful. Annoying sometimes, but not harmful. Thing is to get 'em dark enough, R.D. says.

When history "repeats," it's often an unpleasant burp.

On the other hand, it's still legal for lambs to gambol.

SALES MANAGEMENT

Reach this

FOUR BILLION DOLLAR MARKET

With ONE Great Metropolitan Newspaper



The CLEVELAND PLAIN DEALER

Gives You *Local Coverage*—At ONE LOW COST



The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.



	(Cleveland) Cuyaboga Cy.	26 Adjacent County Area*
Total Retail Sales	\$1,547,706,000	\$1,222,735,000
Food Sales	392,224,000	290,386,000
Gen. Merchandise Sales	235,613,000	100,135,000
Drug Sales	47,691,000	26,515,000
Furn., Hsld., Radio Sales	81,637,000	57,977,000
Eff. Buying Income	2,484,344,000	1,794,240,000

*Akron, Canton, Youngstown not included. Figures—Sales Management Survey, May, 1951

CLEVELAND PLAIN DEALER

Cleveland's Home Newspaper

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles
A. S. Grant, Atlanta

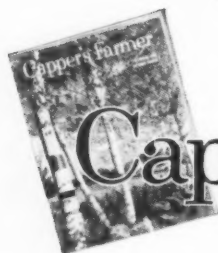
this is **MID-AMERICA**



without the **FARMER**



It's a *farm* market, the richest on earth. It's a *mass* market, dominated by farmers. You can't sell Mid-America without the farmer—nor the magazine that concentrates on him alone.



Capper's Farmer
Sells **MID-AMERICA**
the richest Farm market on earth!

22

From where MacArthur sits, our foreign policy is still wishy-Washington.

Turns out I'm a better oral salesman than copywriter. After spending several dollars in classified advertising to sell a home-movie outfit, I disposed of it by telling a friend it was for sale, and then launching into a spiel on each of the three units.

The diamond marks life's happy moments, says De Beers. At the ballpark, too.

In the *Satevepost*, Wes Stout asks if you want to buy a ghost-town. You'd have to get into the spirit of the thing.

Nice headline by Pittsburgh Paints: "Make your home more livable and lovable."

"There isn't much food for thought in wisecrackers," says Roscoe Stott, who presumably got paid for that wisecrack.

An old tradition is that you can always get your money out of a diamond. Maybe so, but did you ever try to sell one second-hand?

A full-page newspaper ad by G-E reads: "One picture is worth a 1,000 words." How did that "a" get in there? Using the numeral, it reads: "One picture is worth a one-thousand words."

Many a man would like to be a Good Fellow if he didn't fear he might be taken for a Good Thing.

I think *air-conditioning* Philadelphia's Convention Hall would have done more to bring *both* political conventions to that city next year than the cash offer of \$250,000. I shall never forget the thousands of steaming, sticky delegates of both parties last time in the jungle heat of a Philadelphia Summer.

My favorite all-time classified ad is the one reading: "Cat wanted for light mouse-work."

SALES MANAGEMENT

we say it now!

We took the position in 1933, that most good advertisers preferred not to shop in bargain basements or at auction sales. They wanted to buy good merchandise, from a reliable firm, at a fair price. So we ran the ad on the opposite page—"Our Time is not on the block—one price to all—no rebates or group rates which serve to act as an embarrassment to advertisers and advertising agencies . . ."

Many top radio stations agreed with this business philosophy. They helped us spearhead a movement which resulted in Spot Radio washing its face, putting on a clean shirt, and moving over to the right side of the tracks. Advertisers liked it. Spot grew and grew, and today it takes a back seat to no medium.

In 1933, radio stations kept themselves from killing each other. They did it by facing a problem squarely, arriving at a sound solution, and then sticking to their guns. Sure they lost some business at first. Some of the chisellers dropped away because they could no longer chisel. But the better advertisers stayed on. They increased spot budgets and were joined by more and more blue-chip companies making and selling some of America's best products.

We sincerely believe that in 1951—when networks are in danger of killing each other, and so hurting all radio—the situation can best be met by employing the same sane thinking, the same moral courage and the same steadfast purpose that some of their best affiliates showed 18 years ago.

JULY 15, 1951

Although we have a deep and long-standing interest in good radio, we do not presume to suggest to the networks a code of ethics. We say only this to the networks:

IF YOU LACK the will to preserve the basic values of radio, you will weaken it.

IF YOU LET FEAR or timidity stand in the way of the long-range strength of radio, you will weaken it.

IF A SEARCH FOR EASIER REVENUE in one direction leads to neglect of radio, you will weaken it.

IF YOU ALLOW BACK-BITING, and the temptation for the quick dollar to take the place of sound radio research and constructive selling, you will weaken it.

Advertisers have a lot at stake. So do the listeners. So do the stations. And so, of course, do the networks.

We have a deep and honest conviction that the best thing the networks can do for themselves, the advertiser, the listener and the broadcast industry is to say — and mean —

**OUR TIME IS NOT
ON THE BLOCK!**

*This is the third and final message in a series
issued in the interest of good radio.*

EDWARD PETRY & CO., INC.

NEW YORK CHICAGO DETROIT DALLAS
LOS ANGELES ST. LOUIS SAN FRANCISCO

SEE MARGARINE DEMAND AT ALL FAMILY LEVELS

Study Shows Use By Age, Income Groups

Use of margarine in St. Paul homes has been constant for the past two years with approximately 29% of the families buying the product. Users of butter included 96% of the families in 1951 and 97% in 1950.

Obviously butter with its high usage is penetrating all age and income levels. Is this true of margarine? First look at the following four-way breakdown correlating both age and income factors for percent of margarine buyers:

	Housewives 40 yrs. or younger	Housewives 41 yrs. or older
ANNUAL INCOME		
Under \$4,000	29.0%	32.2%
ANNUAL INCOME		
\$4,000 or over..	25.5%	28.4%

To refine this further let's consider the age and income factors separately:

Age	Percent of housewives buying margarine
Under 30	28.8%
31 - 40	30.4%
41 - 50	29.4%
Over 50	29.9%

The remarkable stability of purchasers in all age levels indicates that age is not a limiting factor in the sale of margarine. Now let's look at income:

Annual family income	Percent of housewives buying margarine
Under \$2,000	34.1%
\$2,000-\$2,999	29.5%
\$3,000-\$3,999	29.5%
\$4,000-\$5,999	28.2%
\$6,000-\$7,499	20.8%
\$7,500 and over	19.1%

This income breakdown reveals two points of interest: 1. The variation in usage between the lowest and the highest income levels; 2. The high degree of stability in the broad range of average family income.

Though some significant variations occur in the foregoing breakdowns it is most important to note that the incidence of purchase of margarine in all groups is such as to indicate a true mass market potential.

Margarine is just one of the 150 classifications studied in the "1951 Consumer Analysis of the St. Paul Market". Similar information is available for classifications in the fields of foods, soaps, drugs and toiletries, beverages, home appliances, and miscellaneous.

Get analytical data on the performance of your product in the St. Paul market. Write Consumer Analysis, Dept. No. 11-G, St. Paul Dispatch-Pioneer Press, St. Paul 1, Minnesota—the Northwest's Morning, Evening and Sunday newspapers with the market-tailored circulation.



WASHINGTON

Bulletin Board

CONGRESS

The House Judiciary Committee has been looking into how businessmen get along in Government, now that they're taking jobs with, or serving as consultants and members of advisory committees to, the defense agencies. Among all classes of businessmen, sales managers are most suspect.

A businessman working, say, for NPA or OPS must discriminate among companies. Somebody asks for a special allocation of steel or for a higher price. Since businessmen regulate the industries in which they have most experience, they must deal with customers, competitors and their own concerns.

It's the notion of the Committee members that such a situation is most embarrassing to a sales manager: A controller or a production man could make believe that he never heard of the customer or his competitor's customer. So, a rule to prevent a sales manager from having the final say may be proposed. It's better, say those who recommend it, for the sales manager. He's less likely to be investigated later on.

Neither congressmen nor the Department of Justice, whose officials testified at length, are satisfied with the way advisory committees have been run. There's been a detailed study of the minutes. Sometimes, a committee will work out a system of allocating something, later on demanding that the Government draft its ideas into an order. The Justice official keeps wondering whether there may not be an anti-trust case.

Some of the committees hired lawyers to represent them before the Government. Congressmen got mad, so that's been stopped. The objection to committee lawyers comes from men who are lawyers themselves. It's this: A lawyer always will get too technical as he tries to show that he's earning his fee. What should be an exchange of spontaneous opinion becomes a formal proceeding; everybody gets cagey. However, any member of an advisory committee may, of

course, consult his own lawyer whenever he pleases.

► The Judiciary Committee of the House has a bill, somewhat stronger than the one in the Senate, to make "meeting competition in good faith" an absolute defense against a charge of discrimination. The Senate bill simply rewrites the Supreme Court decision in last year's Indiana Oil case and, like that decision, applies only to the Robinson-Patman Act. The House bill applies as well to the Federal Trade Act. The purpose is to prevent FTC from getting around the decision by using the other Act. However, this bill, if passed, carries greater risk of veto.

► Senators have made it pretty clear that they intend to rewrite the whole tax bill passed by the House. There will be more or greater excises, particularly where paid by the manufacturer. In this, the Senators are in agreement with the Administration, which had recommended a long series of taxes on hard goods. On the other hand, the Senate is likely to deal more gently than the House with personal income and corporate taxes.

Although it's been decided to keep Congress in session all summer, it still will be hard to make the new taxes effective this year. The express goal is to start them before the fourth quarter.

► It was obvious, as Congress extended controls for one month, that price controls are unpopular and that there will not be a strong OPS. There hasn't been much public expression of interest, possibly because ceilings are so generally above prices.

NPA

► The auto industry is being allowed to buy enough steel, etc., to turn out about 1.2 million cars during the third quarter, which is about 37% below last year. With fewer cars being made, controls over accessories can and probably will be re-



Media chief notes lead among able-to-buy "young marrieds"

Lester H. Ness, V. P. of Cramer-Krasselt, hears vital facts

Among every thousand families reading each of the four women's service magazines, the COMPANION reaches most families earning from \$3,000 to \$10,000 a year. This fact has been proved in a nation-wide survey conducted by Stewart, Dougall and Associates, leading research organization. It was also found that the COMPANION ranks first with "young marrieds," age 21 through 35!

That's an impressive, dollar-and-cents story—and COMPANION representative Mike Gradle is passing it along to Lester H. Ness, Vice President and Director of Media of the Cramer-Krasselt Company, Milwaukee. He is also pointing out another COMPANION first:

Throughout 1950 and the first five months of this year the COMPANION devoted more space to equipment features than any one of its competitors!

Check the COMPANION today. Learn how you can benefit from its dynamic editorial policy and its wanting, growing, able-to-buy families!

Woman's Home **COMPANION**

AVERAGE CIRCULATION: MORE THAN 4,000,000

Want wider distribution—quickly?

TWA's "SKY MERCHANTS"

offer 4-engine, all-cargo service
coast to coast every night!

Ship almost anything almost anywhere. Your best markets are only hours away. Call TWA today for rates, schedules, quick pick-up.

*Except Saturday & Sunday

All TWA flights carry
Air Mail and Air Cargo

TWA
TRANS WORLD AIRLINES
U.S.A. • EUROPE • AFRICA • ASIA



...For
letterheads of
distinction
and quality



IT ISN'T SURPRISING—THAT PRINTERS SAY RISING!

If you have a stationery problem take it to your printer. He handles paper every day and can solve your problem with one word—Rising.

He knows how this superb paper acts under all conditions. And will unhesitatingly recommend Rising Bond for letterheads and forms.

Rising Bond

- is 25% rag
- comes in 4 weights
- is available in white and 5 colors
- has envelopes in 6 sizes
- And has an excellent printing surface for engraving, lithography, gravure or letterpress

WHEN YOU WANT TO KNOW
...GO TO AN EXPERT!

Rising Papers

ASK YOUR PRINTER

...HE KNOWS PAPER

Rising Paper Company, Housatonic, Mass.

laxed. Auto companies, for example, once more will be allowed to include an extra tire as part of a new car.

► "Questions and Answers on the Controlled Materials Plan," just published by NPA can be obtained by writing either to that agency or to the Department of Commerce. The questions were taken from NPA mail, so that the booklet consists, in effect, of rulings.

TREASURY

► Almost everybody is familiar with Census statistics on income, which unfortunately stop at \$10,000. The Treasury has just provided an estimate of the distribution of taxpayers above the \$10,000 in the calendar year 1951. It was submitted to the Senate Finance Committee at one of the tax hearings.

First of all, the Treasury figures cover 42 million families or individuals, as compared with 48 million shown in the Census. Of these, 33 million receive less than \$5,000, according to the Treasury estimate. Here are the numbers for higher income:

5-10, 6,301,000; 10-25, 1,501,100; 25-50, 244,300; 50-100, 72,200; 100-250, 20,200; 250-500, 2,400; 500-1000, 600; 1,000 and over, 200. (The first two numbers separated by hyphens show income brackets in thousands of dollars; the second number gives taxpayers.)

Those earning over \$5,000 receive altogether \$80 billion income before taxes compared with \$100 billion for the lower brackets. They pay \$15 billion taxes under present law, leaving around \$65 billion. This is exclusive of capital gains income or taxes.

You'll notice from these figures that you can get the average income from any bracket. Research men who made up the table say that, as the places of the averages indicate, within each of the higher brackets you have a few at the top level and most nearer the bottom.)

FTC

► At a meeting to work out a TV sales code, practically everybody was mad at somebody. Both dealers and manufacturers were there and the dealers hadn't many good things to say about their suppliers. Too many sets, they claimed, are defective so that servicing expense eats up their margins. There are too many make-believe changes in models, with new ones almost identical with the old.

SALES MANAGEMENT

SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending July 15, 1951

THE STATE OF RETAIL BUSINESS

"Thousands of washers, refrigerators, freezers, and TV, must go before the weather ruins them," advertises a New York appliance chain. "We've spilled out of our 5-story, 50,000 sq. ft. warehouse. More merchandise is housed in a tent a full block long. Our seven stores are loaded to the rafters."

We could stop right there, for the ad sums up a condition which this magazine first predicted more than six months ago: that *hard selling days lie ahead*.

The reason? Objection to high prices is a big one. It hits the furniture and floor covering industry particularly hard. People are shocked when they find what a rug, for example, costs. My wife had an idea that we ought to have a new rug to cover a living room and foyer. Granted that she chose a quality material, she was really shocked when she found it would cost \$900. So we'll "sit it out," along with millions of other families for whom such purchases are postponable. Slow buying and big inventories have combined to cut rug buying to a trickle. Mills have gone on a four-day week; some have made small price reductions at wholesale. Furniture buying at Chicago's semi-annual show was pitifully small as compared with the frantic buying at last January's runaway market show.

Neither manufacturers nor retailers seem to have realized how completely existing families are "stocked up" and in a position to wait until quality, prices and

terms are in line with their idea of reasonableness. New homes are being set up in large numbers, and they *must* have new furnishings, but the total isn't big enough to absorb more than a fraction of production.

Yet it's by no means a hopeless situation. Easement in Korea will not change the country's fundamental preparedness plans, and defense will keep on rolling and getting a bigger slice of production. Korea is just a detail, even though *some* slight relaxation is possible. The props are strong. Big government spending is still *certain*.

Mill & Factory magazine reports the results of a survey made in late June among all types and sizes of manufacturing companies intended to show whatever changes have occurred recently in the demand for civilian goods. The survey shows:

1. Sixty per cent of the companies who answered have noticed a decrease in the demand for their civilian goods.
2. Fifty-seven per cent of the manufacturers canvassed plan to cut civilian production to a level with market demand.
3. The great majority of companies, 82%, feel the current slump in demand for their goods is only a temporary, short time condition. About the same percentage believe that the end of the year will see either a normal or a high demand for their products.
4. Despite efforts at price stabilization, only 2% of those replying thought prices of products would be lower by the year's end. The balance of the companies were fairly evenly divided in opinions that prices would either remain the same or go higher.

Instalment payments are being worked off. There will be more money available for spending, even if Truman gets his higher taxes.

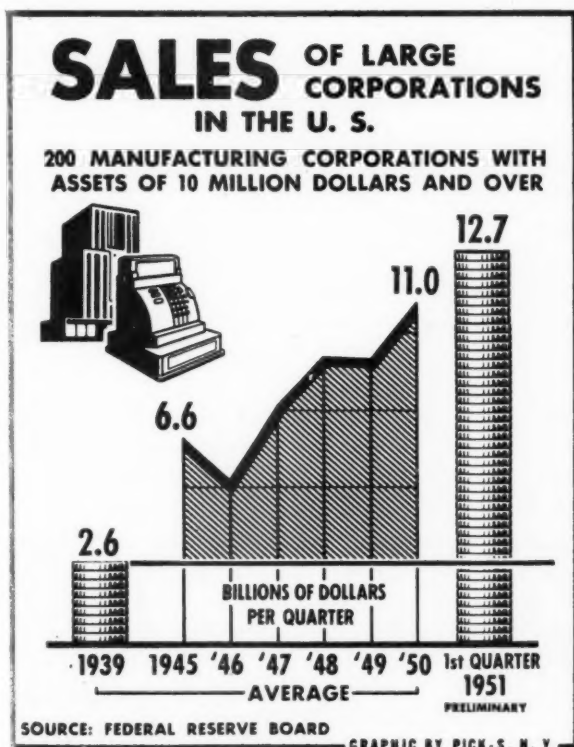
But business during the balance of the year has so many dislocating factors that we can't sit back and wait for orders to drop in our laps. *Hard selling days lie ahead!*

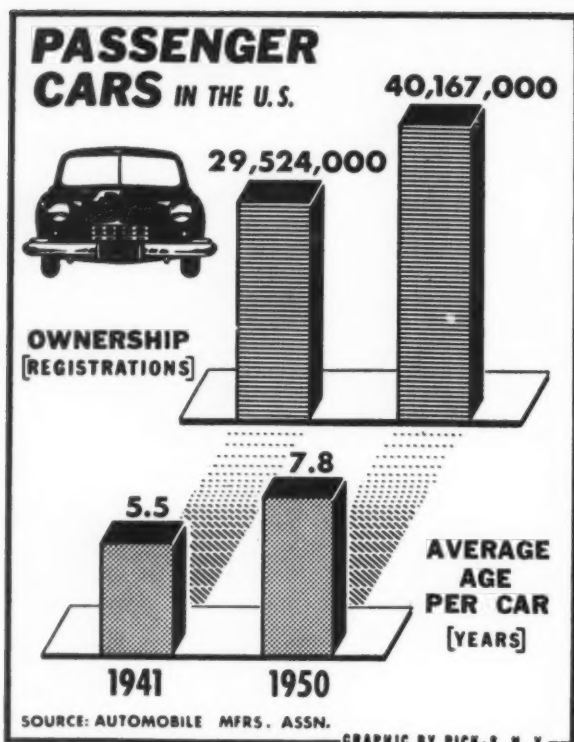
MAN-BITES-DOG DEPT.

What happens when the irresistible force collides with the immovable body? Nothing—is the usual answer, but something gave when Macy's came head-on with the firm Fair Trade policy of the Simmons Company. Neither side will talk for publication, but it's everybody's secret that for the first time in its history the big retail merchandiser promised in writing to maintain a manufacturer's advertised retail price.

So—it *can* be done. On June 13 the bedding company sent out Fair Trade contracts and warned stores that non-signers would receive no more shipments.

Simmons today is shipping its "Beautyrests" to Macy's and the store is selling them at the established price. The answer is obvious: Macy's *did* sign.





The victory over Macy's should put John Hubbell, v-p of Simmons, in nomination for Salesman-of-the-Year, and for the company it's a great tribute to the quality of its products and the resulting public demand at which not even Macy's could thumb its nose.

"NO DIFFERENCE"

The Federal Trade Commission tells American Tobacco Co. to cease and desist advertising which claims that Lucky Strikes are superior to other leading brands, are less irritating to the throat. The FTC opines: "Evidence shows there is no significant difference in the acid of the tobacco used in the manufacture of popular brands . . . It is impossible for any manufacturer to maintain a given level of nicotine in the tobacco purchased for cigarettes." The company plans an appeal.

Can the makers of Raleigh have a pipeline direct to FTC offices? On June 24—several days prior to the FTC announcement—the company used full color pages to say:

"Raleigh dares to compliment its competition with this plain statement of fact: All leading cigarettes are made of quality tobaccos! Thus the only important difference in cigarettes is value."

And then they go on to say that the Raleigh profit-sharing coupon [premiums] is the only important difference between cigarettes.

For a frank discussion of another phase of manufacturer advertising which the Better Business Bureau finds misleading, see Comment this issue, page 104. And on the same page read about the implications in the "captive radio" decision by the Supreme Court.

SIGNIFICANT QUOTES

Radio: "Radio broadcasting is still and always will be a whole advertising medium, as distinct from television as newspapers are from magazines; both of these media are printed, but no one in his right senses would be so naive as to compare them"—William B. Ryan, president Broadcast Advertising Bureau.

32,000,000 Babies: "In ten years the population increase is equivalent to the combined present population of the eight largest cities in the country. There will be an additional 14,000,000 within the next five years, and 32,000,000 babies were born in the last decade—enough to repopulate our 18 western-most states."—Arthur Diamond, advertising manager of the H. J. Heinz Co., in explaining why his company has over the past 30 years averaged more than \$1,000,000 annually in newspaper advertising.

One-Third More: "We have the ability to produce enough goods and services to supply over \$40 billion annually for defense, and at the same time provide one-third more than in the pre-Korea year 1949 for advancing the real standard of living of the people. This means a selling job to expand the market for those products or services which can be produced in greater quantity without interfering with critical war needs. And this is a huge classification representing about 90% of all the items that make up our standard of living"—Arno H. Johnson, vice president, the J. Walter Thompson Company.

Repetition: "With advertising costs soaring—and with advertisers clearly faced with the great problem of implanting in the minds of millions an impelling reason—why for *demanding* a brand—we think repetition of ads warrants fresh study."—Grey Advertising Agency, Inc.

Home Builders: "Among today's families planning custom-built homes for their own occupancy, virtually all are going ahead with their plans. Only 1.7% gave up the idea of building."—news bulletin from Home Owners Catalogs of the F. W. Dodge Corporation.

Farm Income Up: So far this year farmers have taken in 20% more cash than last year, suffered a cost jump, in materials and services they must buy, of 13%. In no previous period have farmers represented such a lucrative market. They're making big money and are relatively debt-free.

Apparel Sales: Joseph White, one of the country's real experts in apparel selling, has written seven articles on the field, reprinted under the title, "Why Modern Sales Analysis Is Vital Now." Stresses planned distribution and better sales training. Reprints available free from Joseph White and Associates, 205 West Wacker Drive, Chicago 6, Ill.

Easier Credit: Cars soon will be available on easier credit terms, and relaxations are expected on other items: a smaller down payment and a longer time to pay off the balance. That won't be enough—in SM's opinion—to work off the huge inventory.

Economic Experience: Marketing men should ponder these facts: 127 million of our people had no adult experience with World War I; 107 million had no adult experience with The Crash; 100 million have had no adult experience with a Republican administration.

PHILIP SALISBURY
Editor

SALES MANAGEMENT

Is Your Salesmen's Pay Plan Out of Tune with the Times?

BY JAMES C. OLSON • Partner,
Booz, Allen & Hamilton, Management Consultants

Chances are far greater than 50-50 that it is. A weak compensation setup is often the key factor in excessive costs, low morale among salesmen, and poor performance on both the short-term and long-term sales objectives.

The abrupt change in our economy occasioned by the outbreak of the Korean war has caused many companies to give consideration to their sales compensation plans.

The purpose of this discussion is to suggest some basic thoughts on the subject which may be helpful as an approach to revision of compensation methods.

The basic requisite of a sales compensation plan is that it *provide for unanimity of interest between sales management and salesmen*. The objective of any plan is to make salesmen do what sales management wants done when it wants it done.

We spend considerable time in the field with salesmen. When the sales compensation plan fails to provide unanimity of interest between sales management and salesmen we frequently hear comments such as these:

"I work on straight commission and pay my own expenses. I'll work the territory as I please."

"I get no more selling this tough item than that easy one. Why should I break my neck selling this long-profit item or that close-out item for the company? They haven't cut me in."

"I drive 45,000 miles a year. I believe in calling on my customers whenever they want me and besides, at eight cents a mile, I make some nice dough on the car."

These and many similar comments point out that a sales compensation plan

... is not merely a method of calculating a salesman's pay.

... when improperly designed, not only fails to get the desired job done, but becomes detrimental to the best

interests of the company.

... is a vital sales management tool which should be designed to inspire the salesman to carry out the programs and policies, and aid in the achievement of sales management's objectives.

Meeting Today's Conditions

Some companies have plans which are sound and modern but which have been thrown out of adjustment by the events of the past year. They probably have been going along at their pre-Korean rate or a little better. Their costs and prices may be up somewhat. Good sales talent is a little more difficult to find.

These companies at present have relatively little to do in respect to their sales compensation plans. They should watch their profit formulas to be sure they are collecting in their prices for increases in costs and expenses. They should watch the income levels of their salesmen and be sure they are kept in line with changes in consumer prices. And they should be quick to take positive action should their situations become worse.

Other companies have been favorably affected by the generally high business level, artificially supported though it is. Volume is up sharply, although they have to work to sell it. Prices have strengthened and profits are good. Their chief sales compensation problem is to find out if they are paying salesmen too much.

If the salesmen's increase in income since Korea is much greater percentage-wise than the increase in consumer prices, these companies probably have failed to "move the fence

back" in setting quotas, and have failed to recognize that it now is easier to sell a dollar of volume than it was a year ago.

The concept to bear in mind is one that has long been adopted in the shop. Companies pay for a fair day's work. If, because of a change in the nature of job performance through introduction of a new method, the task becomes easier, the rate per piece produced or dollar sold is correspondingly reduced. Nothing here should be construed to mean that salesmen should not be rewarded for extraordinary effort. But they should not be permitted to cash in on major up-swings in volume not of their own making.

Since the profits of these companies are good, many of them will be inclined to live with this out-of-line pay situation. But they should be careful not to spoil their salesmen for the future.

Then there is a third group of companies, a substantial percentage of whose facilities is devoted to defense production or is restricted in civilian production because of the materials shortage. Since customers are on allocation, salesmen are not busy with their normal duties. Their incomes are down. They don't know what the future holds.

These companies might do well to consider these seven suggestions:

1. Assure the salesmen, or at least those to be retained, that the company is aware of their predicament and is working on a program to rectify it. Give them a feeling of security and of being wanted.

2. Since no sales executive wants a return to the soft, order-taker type of salesman of World War II, assign additional marketing work to the men. Marketing research work in the territories often needs to be done, including routine surveys, city or trading area surveys or customer surveys. If really needed, research work is an investment in future sales effectiveness. Letting the salesmen do the work, assures acceptance of results.

During a period of short supply, a customer is willing to divulge information on his over-all needs for a company's products and on his purchasing habits.

This information will help to determine which customers should be favored now as future investments. As evidence of the practicality of this move, we are now employing clients' salesmen on a part-time basis to carry out the territorial aspects of several of our current market survey projects. Another profitable use of salesmen's time is to prepare them to train dealer salesmen in their respective territories.

Job No. 3

3. Assign other work of a non-marketing nature in individual territories, such as expediting hard-to-get raw materials and components and customer service work. But be sure that the need is genuine and that the men can handle the work.

4. Get into a new and preferably unrestricted product line which can be sold through present outlets. While this will not be feasible in some instances, it will give the salesmen something productive to do and will give the company diversification and permanent added volume.

5. Once the above suggestions have been evaluated and either accepted or rejected, the company faces the more drastic move of realigning and consolidating territories. If production has been cut 25% and it takes less effort to sell than formerly, the consolidation of two territories into one may be feasible. This would result in giving the salesman a potential of 150% of his previous single territory potential. The compensation plan then should be adjusted downward so that the salesman earns his income of a year ago plus some markup for the increased cost of living and possibly a little additional for the added territory he has to cover. This arrangement is usually more than fair to the salesman and serves to reduce the company's direct territorial selling expense.

6. Transfer to other departments in the company the salesmen who have been relieved of territories but who should be kept. It is important that the jobs they are given to do really contribute to the company's operation. It will not always be possible for them to earn as much on their new assignments as on their sales jobs. Where possible, the company should make up the difference. If properly approached, the practice can be sold to regular workers.

7. Many companies are averse to

Hitting the High Spots - - -

BASIC REQUISITE



**PROVIDE FOR UNANIMITY
OF INTEREST BETWEEN
SALES MANAGEMENT
AND SALESMEN**

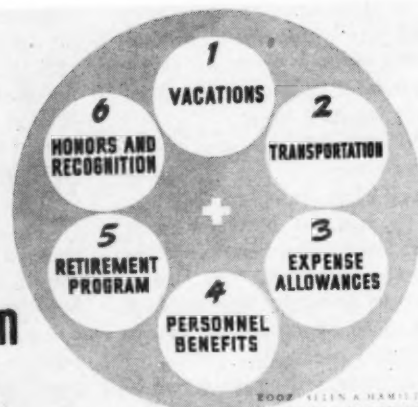
TESTS OF SOUNDNESS



1. Does the compensation plan stimulate the salesmen to do the defined job?
2. Will it supply adequate take home pay?
3. Is it equitable for the sales force as a whole: as between salesmen?
4. Is it economical?

BOOZ ALLEN & HAMILTON
BUSINESS SURVEYS - MANAGEMENT COUNSEL

Plus Factors of Compensation



BOOZ ALLEN & HAMILTON
BUSINESS SURVEYS - MANAGEMENT COUNSEL

releasing unsatisfactory performers at any time. But keeping a salesman in a job for which he is not fitted is detrimental to the best interests of both the salesman and the organization. A company never will have a better chance to make the break than it has during a period when it does not need all its salesmen and when jobs are plentiful.

None of us knows in which direction the over-all world situation is going to develop. Even if we do not experience absolute peace or all-out

war, we have Mobilizer Charles E. Wilson's recent prediction that civilian shortages will be over by 1953. Therefore it is essential that sales organizations be kept flexible, hardened by work and ready. Yet this standby, preparatory job must be done economically.

Need for Revision

While sales compensation problems stemming from our troubled international picture are critical at the mo-

ment, many of them may be only symptoms of more fundamental difficulties. There is a much greater and more chronic need for revision of compensation plans than is generally recognized. Four chief factors impel revision:

1. Sheer Obsolescence: Unless a company has completely overhauled its plan during the past five or six years and has kept it up-to-date through minor adjustments since that time, the plan is probably out of step with present needs.

2. Poor Conception: A surprising number of companies do not have carefully formulated plans. Instead, they struggle with a series of opportunistic, inconsistent, inequitable deals with individual salesmen.

3. Unfairness to Salesmen: Not every company has increased its physical volume. Some are in depressed industries.

A textile manufacturer, making mohair and other high quality fabrics used principally in the automobile seating field, is a case in point.

During the war, the Government took the company's entire output. Salesmen were transferred to other work. In recent years the company has found a vastly changed market. The automotive industry is using far less of its product than formerly. Volume is off and its prices have not kept up with industry generally. Disappointing profits have forced management to pinch dollars. The veterans of the sales force, back on the pre-war salary and bonus plan with moderate adjustments, are making less than in good pre-war years. With an 84% increase in cost of living between 1939 and 1951, it is obvious that these salesmen are inadequately reimbursed.

While our economy is so prosperous currently that we are inclined to overlook the exceptions, the above example is not an isolated case.

Then there are inequities between salesmen in the same company, particularly when no well-formulated plan exists. Unsound territorial layout often can be a cause. In many instances, a senior salesman has held for years a territory which has increased in population and wealth. As its volume has gone up, his income has increased proportionately. Adequate recognition has not been given to the fact that it's easier to hold business than to get it initially.

Another salesman in a neighboring territory may actually be writing a larger percentage of the available volume, but because of low territorial potential he may receive a comparatively low income. The company would in all likelihood be better off if these two territories were equalized, yet rarely does management think of doing that. The assumption is that the senior salesman has a vested right in his territory—and, of course, being a salesman, he keeps selling that point.

Pay Too Low If . . .

If there is quite a disparity between pay levels of salesmen, a company might well check itself by asking whether the five lowest men could handle five of the top 10 territories, if replacements were needed for the incumbents. If the answer is yes, the company has inequities.

An unfair sales compensation plan results in unhappiness, resentment and worry among the men. It is generally agreed that a salesman does his best work when his relations with management are good and he is reasonably free of economic worries. If the pay scale is low, a company always has difficulty in attracting and

(Continued on page 96)

--- on Compensation Appraisal

FACTORS IMPELLING REVISION

Some Plans Are {

- 1 ANTIQUATED
- 2 POORLY CONCEIVED
- 3 EXPENSIVE
- 4 UNFAIR TO SALESMEN

REQUISITES OF SUCCESSFUL REVISION

- 1 TIME
- 2 EXPERIENCE
- 3 COMPLETE DATA
- 4 OBJECTIVITY

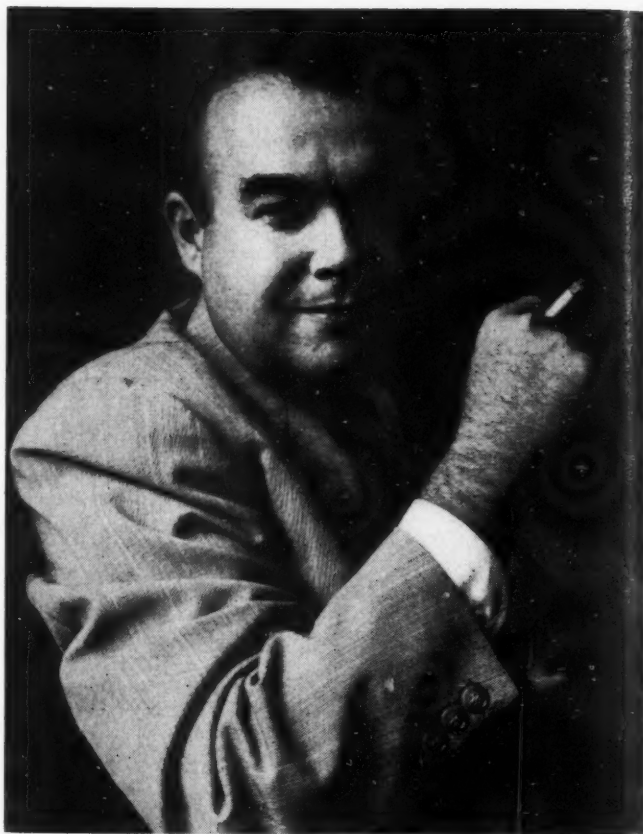
- 5 ANALYTICAL ABILITY
- 6 JUDGEMENT
- 7 THOUGHTFULNESS

DOOK-ALLEN & HAMILTON
BUSINESS SERVICES & MANAGEMENT CONSULTANTS

ACTION POINTS

- 1 Assure Your Salesmen
- 2 Assign Additional Marketing Functions
- 3 Assign Non-Marketing Functions
- 4 Consider New Product Opportunities
- 5 Realign and Consolidate Territories
- 6 Transfer Surplus to Other Departments
- 7 Release Poor Performers

THE TECHNIQUE IS INTERESTING . . . market research technique, that is. But G. S. Brady (General Foods Corporation's new director of market research) mainly is interested in getting market research *planned* and used properly. Brady has been in one or another phases of market research since he graduated from Northwestern (He also attended The University of Virginia for two years.), came to General Foods from A. C. Nielsen. One of Nielsen's first clients was G. F.; Brady handled it. He went to G. F. to make a report to management on what it needed along market research lines, then served as sales manager on several products. Afterwards, with Dick Moulton, whom he replaces, he set up a wholly new department. They knit up the sprawling research activities: Each Division of the company had handled its own research problems—the new department lumped them into a central office. . . . Brady's a *practical* researcher: He works much like an agency contact man, planning, interpreting, coordinating. He was with Nielsen almost a decade, was a v-p when he left. Today he lives in Rowayton, Conn., just across the river from his birthplace.



GUY GILLETTE

They're in the News

GUY GILLETTE



THE CAVALIER FROM BALTIMORE . . . who's the new president of National Industrial Advertisers Association, is courtly, resonant-of-voice John F. Apsey, Jr. In business life he's Black & Decker Manufacturing Company's advertising manager. His careful, excellent work for the firm is acknowledged to have contributed much to its growth. Jack Apsey was elected to this biggest NIAA post at its annual convention, held recently in New York City. He's been a leader in industrial advertising and NIAA for years. And 10 years ago he helped to organize Maryland Advertisers Association, the Baltimore Chapter of NIAA. He's been both president and director of the Chapter. . . . In '27 he joined Black & Decker after working with the agency that handled the company's account. His big objective in his new post: to indoctrinate members and chapters in more advanced industrial advertising techniques. . . . Apsey is the fondest grandpa extant, travels with pictures of two grandchildren. But he admits, with a sigh of relief, "we live just far enough away from them to disqualify as baby sitters."

THE BIG VOICE . . . of the big corporation . . .

Chester H. Lang has long been familiar to the working press. As often as not when General Electric has had an important piece of news to break, Lang did the breaking. Now he has more responsibility than ever. He's become v-p in charge of public relations; his voice will be perhaps the major public one for G-E. He has long believed that the public has the right to know what big companies are doing. He believes, too, that telling the public, in detail, is the smartest thing any company can do. His background is all to the good for such an egg-walking job. He has been manager of sales for the Apparatus Department—G-E's largest. But he started in '22 as assistant manager of the Publicity Department, switched away from it to be comptroller of the budget. And he's the man who instituted G-E's institutional advertising campaigns, founded advertising courses, stepped-up sales training. In 1940 he was made a v-p, a title he was holding when announcement of his new responsibility was made . . . Added to his other obvious qualifications, he's cool under pressure, thinks well on his feet, is well liked by businessmen as well as the press.



BY HARRY WOODWARD



A WINK OF TIME'S EYE . . . is 100 years. But where an advertising agency is concerned it's a hoary old age. . . . And the firm of John Donnelly and Sons advertising agency, Boston, has reached the century mark in its history. Founded by "Honest John" Donnelly in 1850, the firm likes to think of itself as the oldest advertising family business in the country. Today, in the year of its anniversary, it is headed by two brothers, Edward C. Donnelly, Jr. (left), as president, and John, (right) as v-p. They're concluding the celebration with publication of a delightful, heavily-illustrated king size book, "Advertising in Public," recalling such nostalgic advertising battle-cries as "Quick, Henry, the Flit," "Blow Some My Way," and "Treasure That Schoolgirl Complexion." All of these have been given impetus by Donnelly posters. The book is yours on request. Already some 10,000 copies have been sent to writers-in from all 48 states. And Edward Donnelly is proud of the fact that an unscrupulous admirer of the book snatched it from a Columbia professor's desk!

THE OCCASION:

On June 14, in the suburbs of Philadelphia, there were dedication ceremonies to mark the installation of the first Universal Automatic Computer in the office of the Bureau of the Census. This new electronic machine, product of the Eckert-Mauchly Computer Corp., a division of Remington Rand Inc. "represents the ultimate to date in the employment of electronics to do the work of men." It opens up almost unbeliev-

able possibilities for the fast processing of mass statistics; may, in future years, radically change the face of American business.

Sales Management's Washington editor, Jerry Shoenfeld, covered the event for this magazine, preserved in the report on these pages something of the feeling of the audience that it was witnessing an experiment in thaumaturgy.—The Editors.

Super-Human Univac: Will It Revolutionize Mass Statistics?

BY JEROME SHOENFELD

Remington Rand's Goldberg electronic wizard laughs at time and human capacity for calculation. It gulps carloads of figures, within hours or minutes turns out totals and tabulations that mere man couldn't produce in years.

There's a man in Washington who gradually impresses you as being the best salesman you've ever listened to, except that he isn't a salesman. He's a mathematician and a designer—a designer, precisely, of those weirdly intricate calculating machines which, according to Sunday supplements, reproduce the human mind on an electronic hookup.

Dr. ———, who would be aghast at seeing his name in print anywhere except over a scientific paper, recently conducted a seminar of Government officials, where he explained how the calculators work, how they could be trained to solve such-and-such problems, the fussy problems that plague all the bureaus. You could almost watch grow, along with their understanding of the calculators, an enthusiasm that some day will have installed them throughout the govern-

ment, which is just what the Doctor wants.

If you're with Dr. ——— and his colleagues, it dawns on you that these experts form what, in every sense of the word is a cult. They have a cause and a deep belief that the cause will, in time, prevail. They want other people to understand; like the proponents of vegetarian diets, sun-worship and Dianetics, they like to explain and to inculcate conviction. Talking among themselves, they're unintelligible to outsiders; but, given the actual complexity of their doctrine, they come by their technical verbiage naturally. They're full of enthusiasm: One woman, among them, introduces each of her fellow workers as "the greatest programmer," "the greatest circuit man" or "the greatest something else" in the world, which may well be the case.

Finally, the calculating-machine cult, like all others, is divided into sects: those who expect the machines to eliminate clerical drudgery and those who expect them, instead, to take on problems now too overwhelmingly complex even to think of; those who favor setting the machines to highly theoretical cogitation, and those who merely want to remake all existing business practice.

What contrasts this brotherhood with all the others is the solid actuality of its creed and labors. They've made machines and operated them. Millions of dollars have been invested in making more of them. The fantastically grandiose plans for the future can be blueprinted and budgeted; in fact, have been. It's all real.

The first machines were put to jobs remote from day-to-day business. They soar into elaborate mathematics. But now the Bureau of the Census has purchased one, the "Univac," to tabulate common statistics that lie behind market analyses. And commercial companies are, so to speak, standing in line for others which will perform the common chores.

Census bought its machine from Remington Rand Inc., paying \$600,-

000; orders for duplicates now take \$1 million. You wouldn't see much more than a 7' x 15' box, a switch-board, and what looks like a typewriter, plus some more trappings. Watching it, you hear a meaningless hum and notice a short ribbon of light which, you're told, is in motion too fast to see. The hum and the light, it's explained, reflect the instantaneous tabulations of remaining census figures: the number of males, females, etc., first in this, then in that county of such-and-such state—work which took weeks by old-fashioned methods. It takes a fraction of a second to classify the card of an average adult, putting it into all appropriate groups for age, marital status, residence, nationality of parents, etc.

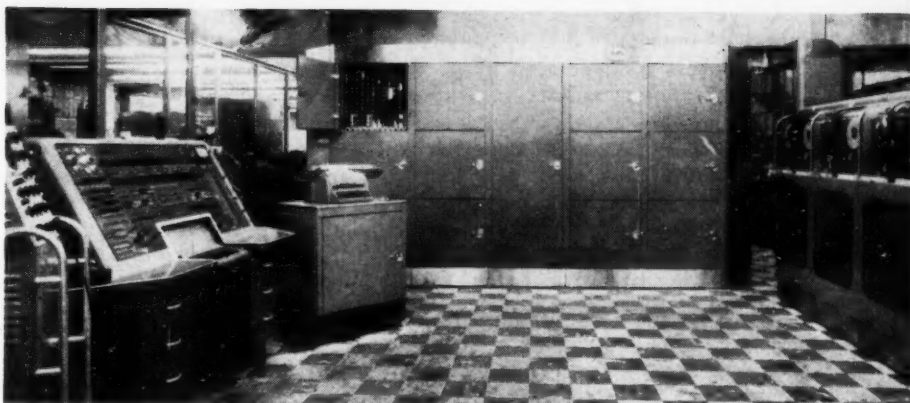
Here are some of Univac's feats: It adds or subtracts 1,900 eleven-digit numbers per second; in the next second, it can multiply 465 eleven-digit numbers or divide 255 of them; in as short an interval it can arrange 2,396 similar numbers for size.

Hints of the Future

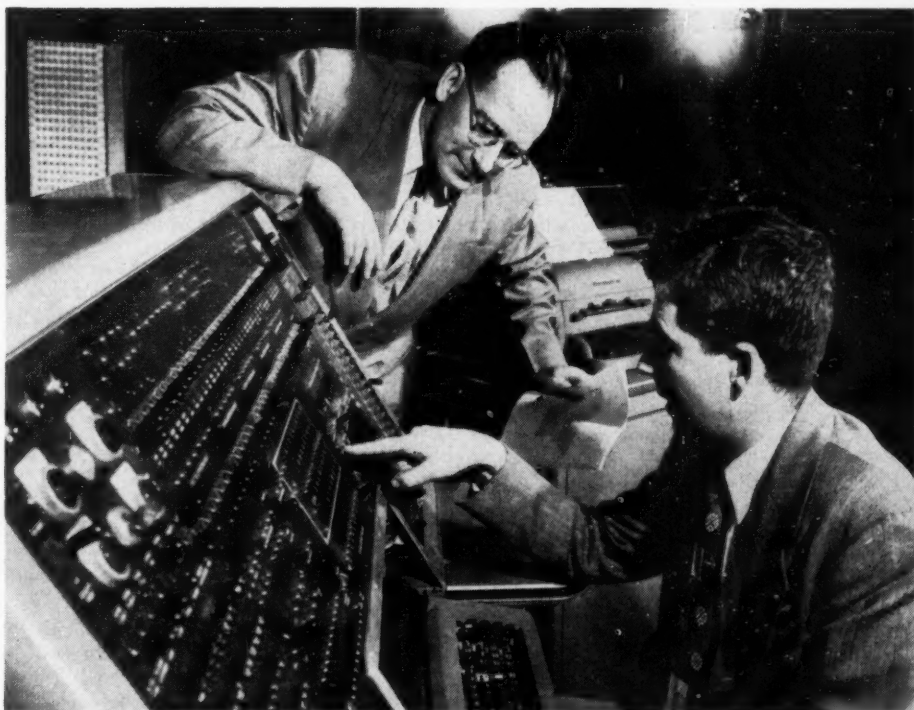
Such a machine, moreover, is by no means confined to arithmetic. First of all, other mathematical operations, which at first don't look to be the least bit like arithmetic, can be turned into arithmetic and put on to the machine. Second, numbers can be code words: They can signify letters of the alphabet, and the machine can turn out form letters appropriate to different groups of customers. The experts like to play with the machines, testing just what things, not thought of before, they can make them perform. They tell about it with a far-off, almost mystical gaze.

Univac's future with Census isn't yet clear. For the next three months, it will help to finish up the population count. Bureau officials now are trying to estimate whether they should or shouldn't set Univac to the Housing Census now tabulated on 9 million punch-cards. On the one hand, there's the staff accustomed to old ways. On the other hand, there's the possibility of short-circuiting all their routines. Unfortunately, although Univac will pace through mountains of compilation with a speed that's hair-raising, it must first be geared to each job—which takes time.

After the population and housing censuses have been completed, Univac will be turned on the dozens of assignments with which NPA and other Defense agencies are crowding Census—compilations of production, orders, materials used, etc., by the many industries NPA controls.



THE MIRACLE BRAIN . . . new mental power house at the Bureau of the Census. Keyboard at left "takes the order," registers the figures which the machine is to work. At its right is Unityper which prepares magnetic tape. Calculating unit is at rear. Battery of Uniservos at the far right receives end-product calculations.



THAT'S MY BABY: Dr. John W. Mauchley, one of the inventors of Univac (leaning over) watches while an assistant feeds statistical raw material into the master keyboard. In one second Univac can add—or subtract—1,900 eleven-digit numbers.



MILLION DOLLAR PRODUCT: Is it worth the price, and to whom? It may eventually conquer inventory and bookkeeping problems at Sears, Roebuck. It may centralize statistical operations for firms whose factories are scattered from coast to coast. A "junior" model may vastly increase its potential applications.

Univac can do these things: add, subtract, multiply, divide, compare two numbers for size and, most important, store the answer for future use. So, whatever work you give it must be arranged in a sequence of these operations. It's not easy to arrange even simple long division into the sequences you carry out automatically with pencil and paper. Try it. Resolving the calculation of a whole census into such sequences is a job for careful, number-minded people. Yet, say the experts, if the machine is to handle inventory control, an inventory man can handle it; if it is to do accounting, an accountant can set it on its frighteningly rapid way.

New Services for Census?

Right now, Univac is taking tail-end jobs. It's when the Bureau tackles an enumeration from its very beginning, not midway as at present, that it will show up at its best. Then, the initial human work, once invested, will have mountains of data to operate on.

Nobody knows what the effects will be on the work of gathering statistics. Will Census merely do what it does now, with less labor and, therefore, less expense? Or will it, instead, make thousands of computations which are now avoided for lack of time and money? Will it, so to speak, expand its job-lot business, the special calculations for companies and others outside government who pay the cost? Much of the Census information is never published, but could be.

Remington Rand Inc., the company that made the digital calculators, can turn out a new one every two months, and has orders for at least six. The Treasury Bureau is said to want one to keep track of its millions of Savings Bond customers, when their interest accrues and when they're entitled to cash. Social Security, which must be ready to drag from its files records for almost everybody who works, is said to want a faster method.

It won't be long before the machines already ordered will have been delivered. Already, Remington Rand Inc. is plotting its future sales drive. It's unlike any other drive. If you listened to an intimate sales discussion, no matter how broad your background, it is doubtful that you'd recognize it for what it was. You'd be stumped by the terms: "memory system", "random class of random classes", "digital vocabulary and secondary vocabulary." Is this, you'd

wonder, a living?

Here's what they might have been talking about: They'd have selected some particular type of customer, say a mail order house or department store. They'd be considering how some major problem of that customer could, to use their word, "be programmed" for Univac. Having drafted beforehand a clear idea of what they could do, they'd be in a position to explain.

Take a particular case: There's a large mail order house that, when it gets a machine, will reorganize its entire inventory system. The technical men on both sides are working out a scheme so that daily sales at each outlet will be known to management, item by item, and subtracted from inventory. A few sheets of paper will keep the central office informed about a business spread all over the country. Why does management want such information? Knowing just what's in stock and where, it will order less from its suppliers. They're destined, sometime in the future, to shoulder the expense of carrying inventory.

Who's A Prospect?

There are conversations along the same line with an auto manufacturer. It's a matter, among other things, of keeping parts distributed among plants at minimum expense. Knowing, day by day, where and how many of the thousands of parts are stocked, fewer will be ordered. A company that does market analysis for chain stores is looking into how to put the returns by its enumerators onto a calculator. Its clients will know continuously, instead of periodically, which brands sell and where. In this case, an appropriate technique at small enough capital outlay has not yet been worked out.

There shouldn't be a lack of prospects when present ones have been sold. There are insurance companies with their actuarial work. There are big industrials, railroads, utilities. The machine can be put to work for all of them: payrolls, billing, sales analysis, keeping track of payables, etc. It's a big market but, since most concerns can't afford \$1 million, not big enough.

When top-rank companies have their Univacs, selling will really become interesting. Couldn't Remington Rand Inc. then produce machines in each city, where jobs could be taken over periodically for smaller companies at so much per job? For instance, there would be the monthly billings of retailers and jobbers, not

to mention controls over almost every group of assets or liabilities. Nor would it be necessary to work only for companies. Laboratories have intricate problems in calculation the machine, properly instructed, could solve. Even a young man, preparing a PH.D. thesis, might be a customer for awhile.

Designers also have started to think in terms of smaller models. Univac remembers thousands of partial answers; much work could be done by machines remembering fewer partial answers. Nor will smaller companies have much use for Univac's great speed; something a little slower would be adequate.

So, the members of the Univac cult feel, perhaps rightly, that they face a virtually endless market. They now can't deliver the machines, but they're busy proselyting for the day they can.

Maybe: Tape-Recorded Files

Technical men notice that it takes time to feed the machine. Mere human beings must draw data from the files. Moreover, for a great country-wide concern, files might be scattered in many cities. How could the work be done electronically? The answer would be to do away with the present type of filing system—except for records that might be needed in court. Instead, keep libraries of magnetic tape from which future Univacs will feed themselves. Since these libraries would be connected either electronically or by cable, the machine might be the center of a country-wide system of files. The central office would keep tabs on everything, everywhere. To the inventors none of this sounds the least bit goulash.

What will be the upshot of all this? One of the pioneers of this kind of machining at M.I.T. can see nothing except wholesale loss of jobs for practically all white-collar workers. On paper, he devises machines to do almost everything now done, not merely by clerks, but junior and not-so-junior executives as well. He hasn't a machine, however, that can persuade, sell.

That may be the future—but one sect within the great cult considers that it won't. That has not been the history of labor-saving machinery. Instead of displacing people, Univacs may go to work on jobs never before tried. And, believe it or not, experts have a bookshelf of questions they want to put to Univac or one of its children, questions once futile to ask. These and similar ones may keep the machines busy.

What Has TV Done to Other Media?

Despite mounting circulation, newspapers and magazines are worried. Movie and book producers face actual slump. Radio interests claim networks' rate cuts have sold them short. Do they have TV, or themselves, to blame for it?

Obviously, the television people tell advertisers, if already we can glue 13 million families to their living room screens for hours each night, some of their traditional habits have had to give.

And, the TV people add, as this lusty young medium stretches out to win all the 40 million or more families in the country—with many hundreds of stations relaying instantaneously in color for 16 hours or more a day the best products of New York and Hollywood, as well as on-the-spot events—other major media must give.

For four years the TV salesclinger to advertisers has been: Get a good spot; make the most of it; hold on to it. Build your business on and with television.

And for many advertisers, it has worked. Doubtless it will continue to work.

But some media men need not be little TV's potentialities when they note that other media may continue to do all right. The crux of the matter—now, and after TV has grown up and settled down—is that in this free country listeners and lookers and readers and customers will still do the things they want to do. The media which progress will continue to be those which make themselves wanted—editorially and in programming—by the numbers and kinds of audiences which advertisers also want.

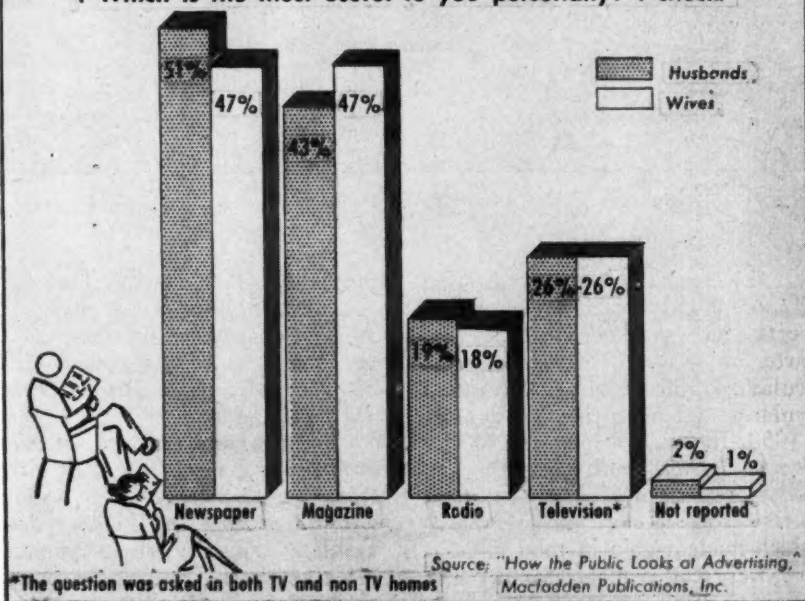
In other words, TV's inroads into other media in the long run may be due as much to the shortcomings of other media as to TV's merits.

In addition, there's already a sizeable batch of critics who warn that unless TV starts getting better fast, it may wind up only ruining itself.

The statistics indicate, however, that, although many of the 100-odd operating stations are still in the red, TV is still far from ruin. Probably it will become this year a \$100 million advertising medium. Last spring, for the first time, the number of TV network advertisers exceeded the number of radio network advertisers.

Which Advertising Gives the Best Information?

("Which is the most useful to you personally?": check)



The standings on May 1 were 163 on TV against 129 on radio. Effective July 1, NBC has increased rates up to 30% on some of its affiliated network TV stations. But NBC points out that the rate per 1,000 TV homes has fallen in two years from \$6.04 to \$3.46 an evening hour.

This announcement coincides with NBC showings across the country of a study of TV set-owners in the 16 counties in the New York metropolitan area. In this area slightly more than half of all families now have TV sets. On a "minutes spent yesterday" basis, adult TV set-owners devoted 135 minutes to TV. This was 16 minutes more than the combined amount of time they said they gave to three other major media—respectively, 61 minutes to radio; 47 minutes to newspapers, and only 11 minutes

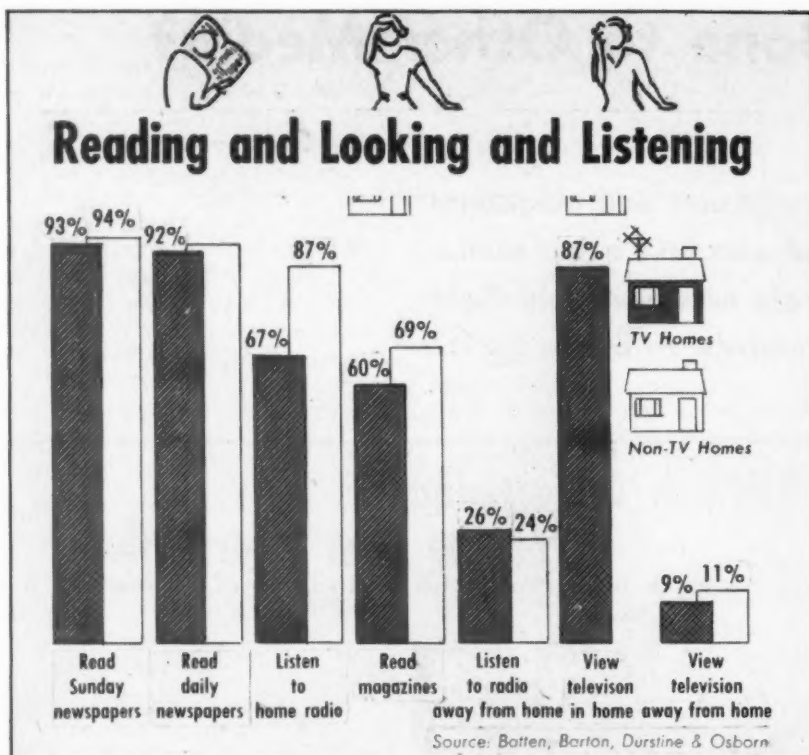
to magazines.

If these findings are accurate, and could be projected to all 13 million set-owning families, magazines would look sick indeed.

Magazine Advertising Bureau reports that "no studies recently have been made by magazines" to determine the effect of TV on magazine reading.

Some trade reports showed unusually high newsstand returns of magazines in May—some magazines 30% or more. But the average seemed not much above the traditional 15%. Publishers told SM that some companies may have been unduly optimistic about the number of magazines they could sell. The early arrival of hot weather in many areas also was a factor.

People are buying magazines.



Of 14 magazines of two million and more circulation, for which ABC reports were available for the first quarter of 1951, 10 had larger total circulations and six larger newsstand circulations, than in the first quarter of 1950. Included among the 10 was *Woman's Day*, sold only through A&P stores. Comparative newsstand figures for *Good Housekeeping* (which made a gain in total circulation) were not available for the first quarter of 1950.

Others which showed total-circulation increases this year included *American Magazine*, *Better Homes & Gardens*, *Cosmopolitan*, *Look*, *McCall's*, *Redbook*, *True Story*, and *Woman's Home Companion*. Only *Collier's*, *Ladies' Home Journal*, *Life* and *The Saturday Evening Post*, among those reported, showed total-circulation declines.

Not included among the 2,000,000-and-up-circulation magazines for the first quarter were *American Home*, *American Legion*, *Coronet*, *Family Circle* and *Household*.

TV, of course, has now been a circulation and advertising factor for several years. What happened to magazine circulations in the five post-war years between December 31, 1945, and December 31, 1950?

Five general monthlies boosted their combined total 6.3%; four women's magazines went up 13.6%; four general weeklies rose 19.8%. The two largest-circulation home

magazines gained 32.7%. Two science and mechanics books rose 46%; three young women's magazines, 47.2%, and three outdoor magazines (These summaries were compiled by *Outdoor Life*), 102.8%.

Some major magazines are missing from these groups. But their circulations increased too.

Outdoor Life and *Popular Science* tabulate annually in a promotion piece, total, mail and single-copy paid circulation of a long list of magazines. Combined total net paid circulation of 85 magazines for 1950 was 104,931,887, or 395,900 more than their 104,535,987 of 1949. . . .

The Bureau of Advertising, ANPA, has no recent studies by newspapers to show what TV may have done to newspaper reading.

Paper-TV Survey

However, Geyer, Newell & Ganger advertising agency reports findings in a study showing that "newspaper circulation has continued to gain in television cities" in the last two years. Analysis of 168 newspapers in 62 cities with television stations, GN&G says, finds that "75% of the morning newspapers and 81% of the evening newspapers have had record circulation gains since 1948."

Individual circulations of newspapers covered in these cities ranged from 5,130 to 2,240,925. Combined

circulation of all 168 rose from 30,360,000 in 1948 to 31 million in 1950. . . .

Another advertising agency, Batten, Barton, Durstine & Osborn has released a study on "What's Happening to Leisure Time Activities in Television Homes"—specifically of 5,657 people in "urban America."

Comparing non-TV with TV homes in this group, virtually the same proportions were found to read newspapers—94% vs. 93% reading Sunday and 93% vs. 92%, daily newspapers. Listening to home radio, however, fell from 87% in non-TV to 67% in TV homes and magazine readership, from 69% to 60%. The agency adds that the magazine figure might have been higher if the survey had been made in the first rather than the third week of the month. "During the third week the reading of monthly magazines may well have tapered off."

The time devoted to reading newspapers apparently was little changed. And the time devoted to reading weekly magazines dipped only from 1:12 in non-TV to 59 minutes in TV homes. In-the-home listening to radio dropped from 3:33 to 2:10, but away-from-home listening—largely on automobile sets—was virtually unchanged between the two groups: 1:23 to 1:20.

The proportion of people who read books, BBDO found, declined from 32% in non-TV to 23% in TV homes. However, the daily time spent by the average reader dips only from 1:34 to 1:17.

And the proportion of those attending movies in a typical day falls from 18% to 12%.

The movie projections appear to be borne out by *Film Daily's* 1951 year-book, which has estimated that the combined weekly attendance at the nation's 19,796 film theaters fell from an average of 90 million in the first three postwar years to 70 million in 1949 to 60 million last year.

The book picture isn't exactly rosy either.

Reporting the annual meeting of American Booksellers Association in Cleveland recently, Michael J. Saada of *The Wall Street Journal* found them "a gloomy lot. . . . People are not buying their literature the way the shopowners would like."

Despite higher prices—currently being raised again by some major publishers, about 13%—annual retail volume of "hardback" books is still estimated to hold around the \$260 million level of 1947.

Last year, only three fiction best-sellers—"The Cardinal," "Jon Street" and "Across the River and

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it's **A**dded **B**usiness **C**apacity... **every time!**

Users report office output upped 30%

Sooner or later nearly *all* business offices may be faced with a shortage of personnel as Defense Program inroads increase.

If *your* office is provided with the A B C of AUDIOGRAPH dictation, you can meet this problem before it strikes. For AUDIOGRAPH dictation means stepped-up output wherever it is utilized. Prominent users, already feeling the personnel pinch, report normal office output *despite* a curtailment in staff of 30%.

While the *pressure to produce* is gathering momentum, send in the coupon—today—and discover how AUDIOGRAPH dictation can provide *your* office with the A B C of getting things done while the country produces both for defense and domestic economy.



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are E-A-S-I-E-R



with AUDIOGRAPH

We sincerely regret that delay in delivery of new AUDIOGRAPHS is sometimes unavoidable. Our people and facilities must fulfill not only the increasing demand for AUDIOGRAPHS, but also the exacting requirements of national defense production. If you are waiting for your AUDIOGRAPH, please be patient—and insistent.

Gray
AUDIOGRAPH

ELECTRONIC
SOUNDWRITER

AUDIOGRAPH sales and service in 180 principal cities of the U.S. See your Classified Telephone Directory—under "Dictating Machines." Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (export affiliate of Western Electric Company) in 35 foreign countries.

TRADE MARK "AUDIOGRAPH" REG. U. S. PAT. OFF.

- THE GRAY MANUFACTURING COMPANY, HARTFORD 1, CONNECTICUT
- Send me Booklet 7-T—"Now We Really Get Things Done!"
- Name.....
- Title..... Firm.....
- Street..... City.....



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into the Trees"—sold more than 100,000 copies each. The booksellers yearn for another "Forever Amber" or "Gone with the Wind," each of which drew more than 500,000 cash customers in a single year.

They get scant consolation from the fact that sales of the paper-bound "midgits" may reach 250 million in 1951—a 20% gain from 1950. These books are sold, at 10 to 50 cents, primarily through drug, stationery and other "non-book" stores.

Yet the ABA, having made an informal survey, insists that thus far television has had little effect on book-reading. "The changes in towns where no TV exists," says Allan McMahan of Fort Wayne, president of ABA, "were in line with those in TV towns."

While TV stations are raising rates, all major networks reduced afternoon and evening rates (heeding the "Radio Time Values" studies of

the Association of National Advertising.) Many radio stations—some of them in TV markets—have squawked. Edward Petry & Co., station representative firm, has launched a series of double-spread ads in business papers, emphasizing that "each advertiser and agency" should "put aside the easy judgment that *revalued* radio means *devalued* radio." Petry urges them to "measure radio — as you would measure any advertising medium—in each market—by what it delivers for the dollar you put into it."

But as Petry and others point out, for radio and other media, TV's great threat comes less from its electronic potentials than from the danger that it may get a corner on the nation's creative brains.

More than ever, all media must become more alert and resourceful in magnetizing their markets.

"Let's See You Do It" Training Is Heart of Winkler's Dealer Course. (Price 10c)

Adventures in Shopping. (First and second of series of articles) (Price 25c)

Adventures in Shopping. (Third and fourth of series of articles) (Price 25c)

Adventures in Shopping. (Fifth and sixth of series of articles) (Price 25c)

How's Your "E.Q.?" ("Earning Quotient") Domestic Sewing Machine Company's new sales tool. (Price 5c)

Look Who's Buying Comics Now! G-E . . . Ethyl . . . Ford . . . and even the NAM . . . plus scores of other big names are distributing millions of specialized comics for a wide variety of sales and public relations objectives, by Etna M. Kelley. (Price 25c)

8 Traits That Make Salesmen Welcome at General Electric. (Price 10c)

How to Buy Advertising for 47 Cents on the Dollar, by Philip Salisbury. (Price 10c)

Does Increased Promotion Pay Off When General Business is Receding?, by Philip Salisbury. (Price 10c)

Advertising Once Stopped, Gathers Momentum Slowly (Pictograph) (Price 5c)

San-Nap-Pak Proves Effectiveness of Color Advertising in Newspapers. (Price 10c)

Does It Pay to Repeat an Ad? Tests Say "Yes!" (Price 5c)

Is "National" Advertising a Mistake? by Philip Salisbury. (Price 10c)

When Dealers Ask Salesmen, "How Do Your Ads Pay Off for Me?" by Alexander Klein and Morris I. Pickus. (Price 10c)

Quiet Talk to the Salesmen About Self-Training, by Neil M. Mathews. (Price 5c)

Ring the Cash Register When You Ask for a Training Budget! by B. K. Moffit. (Price 10c)

"THE SALESMAN'S CREED," by W. C. Holman. A special reprint made in a size and format suitable for framing. Actual size: 11½" x 15". On fine rag stock; in color. Prices: single copies: \$1. . . . 3 to 11 copies, 75c each . . . a dozen copies, \$6. . . . More than 12, 50c each.

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

NEW REPRINTS

232—Point-Of-Purchase: The Advertising Medium That Clinches The Sale. (Price 75c)

231—Sales Leap 51% When Homasote Offers Incentive For More Calls, by F. Vaux Wilson, Jr. (Price 10c)

230—Eight Types of Sales Prospects . . . and how to handle them, by William G. Damroth. (Price 10c)

229—The Jaded Convention Audience: How to Make It Sit Up and Bark. (Price 25c)

228—Appraisals for Salesmen: They Help to Lift The Batting Average; and Bonus Tied to Merit-Rating Adds Incentive to Industrial Pay Plan. (Price 50c)

227—227 Reasons for Continued Selling—Even though there's nothing to sell. (Price 10c)

226—When — and Why — Customers Mistrust Salesmen, by Dr. Donald A. Laird. (Price 5c)

225—What Air Reduction Is Doing to Increase Effective Selling Time. (Price 10c)

224—Market Research: The Coming "Must" in Industrial Selling, by Terry Armstrong. (Price 10c)

223—Hickok Tests Multiple Management and Finds It Sound, by A. R. Hahn. (Price 25c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available, until present limited stocks are exhausted. (Price indicated.)

What Industrial Buyers Expect to Find in Your Proposal Letters, by Herbert W. Green. (Price 10c)

Color Inserts: Too Lavish for Industrial Advertisers? by William F. Weimer. (Price 5c)

How "Ditch-Digging" Advertising Reg. U.S. Pat. Off.

Helps a Salesman

- ... get more business with the same effort
- ... hold business with less effort
- ... build a sound foundation for future business

"Ditch-Digging" Advertising is simply a mechanism that helps salesmen get the right story to the right people in the right way at the right times with the right frequency ... at the lowest possible cost.

It takes thought and effort to build that kind of advertising and to make it work — thought and effort on the Sales Manager's part and on the part of his advertising men and agency... working together ...

... FIRST, to find out who are the people—all the people—who specify, buy, or influence the specification and buying of your product. (Your salesmen are calling on some of these people, but can they see all of them? Do they know all of them?)

... SECOND, to find out what makes sense about your product to your prospects. (What are the viewpoints, prejudices, confusions, and needs that might indicate either obstacles to the purchase of your product, or sound sales approaches?)

... THIRD, to determine how to say what needs saying, to whom, and how often. (What will improve the view-

points and reduce the prejudices and confusions that stand in the way of gaining your objective?)

... FOURTH, to select the best tools to use—booklets, magazines, direct mail, or any other mechanical means of imparting ideas and information. (What part of the selling job can be done best by which selling tool?)

That's "Ditch-Digging" Advertising. It comes out of the field, not off the cuff. It takes effort, time, money. But it balances inspiration with sweat, providing a maximum of results...at a lower cost per sale than advertising based on unconfirmed "ideas" alone can produce, except by sheer accident.

This agency is equipped to work hand in glove with any Sales Manager who's got a hard-selling job to do and wants to do it with dispatch and economy. We can get going fast—and with the least possible drain on your time. If you'd like to discuss how Ditch-Digging Advertising works to boost sales for any product that's worth its price, just let us know where and when.

THE SCHUYLER HOPPER Co.

12 East 41st Street, New York 17, N. Y. • LExington 2-3135

"'DITCH-DIGGING' ADVERTISING THAT SELLS BY HELPING PEOPLE BUY"



1. Give her a container that does not dribble when poured. Example: Karo's well-designed syrup bottle.



2. Give her a package that enables her to see what she is buying. Examples: lentils, dried fruits, cookies.



3. Give her a package that makes measuring easy. Example: Certo bottle is marked to show amount equal to 1 cup.

What Women Like and Dislike About Packages Today

A new survey on grocery store products to help you judge whether your present package is impeding or accelerating sales . . . and to plan your next package re-design job.

Interpretation by A. R. HAHN, Managing Editor

Part I of a report in three parts

Without realizing that she was doing so, a New England housewife queried on her reactions to grocery store products packages, responded in a salty State of Maine colloquialism, with a nice topic sentence. Said she: "Some of them fret me."

This is, in fact, the fifth* major survey conducted since 1936 by the SALES MANAGEMENT editors to obtain a factual analysis of why some packages "fret" the housewives to whom they are offered.

The field work was conducted by National Family Opinion, Toledo, Ohio. Responses came from 875 housewives. The panel was balanced. Details of the research technique are summarized on page 64.

In their broadest scope, the findings show that today's housewives (like those polled in earlier surveys) derive their opinions about packages from the way those packages perform as part of the functional operation of cooking and housekeeping. They're

concerned about economy in the face of today's high food prices; about sanitation; about step- and time-saving; and some other matters they lump under the broad term "convenience." A package stands or falls with the housewife largely on these criteria.

It seemed especially noteworthy to the SM editors that out of all the hundreds of citations made by housewives under both the head of "like" and "dislike," only a small percentage of them had to do with *aesthetic* considerations. This does not mean that women are insensitive to superior lithography or sound graphic treatment. The advancements made in pure design and quality of lithogra-

* "Consumers Tell What They Dislike About Packages and Containers," April 1, 1936; "Housewives Run Up Danger Signals for Manufacturers in New Survey," September 15, 1936; "More Lowdown from the Ladies on Packages and Containers," January 1 and 15, 1939; "What Women Like and Dislike About Packages Today," November 10, 1947.

OBJECT TO PLEASE A HOUSEWIFE:



4. Give her a package that protects contents from deterioration. Example: Wheatworth crackers, inner wrapped.



5. Give her a package that closes tightly for dust-proof storage. Example: Swansdown cake flour's flanged lid.



6. Give her a package that opens easily. Example: The typical mayonnaise or salad dressing jar.

Photos by Guy Gillette. Those on these pages were made in the test kitchen of the Charles W. Hoyt Co. advertising agency, New York.

phy since the war, particularly in the development of shelf-value and appetite appeal, are so obvious as to require little comment. But we attempted no measurement of these factors in this survey. It does mean that within the context of this assignment, the housewives queried came quickly down to the practical considerations which, entirely aside from appearance, determine whether their reaction to a package is favorable or unfavorable or somewhere in between.

For the purposes of this study we limited our research to packages that sell through grocery stores. This includes not only foods, but such maintenance products as soaps, cleansers, paper products, and so on. These are products that housewives buy and use with a relatively high degree of frequency, and where, therefore, there is the biggest opportunity for a package to build good—or ill-will. Earlier surveys have shown clearly that housewives are most conscious of their likes and dislikes on products used with the highest degree of frequency.



7. Give her a container that is trustworthy for storage. She leans on tins for the emergency shelf.



8. Give her a package that is reusable. Example: Kraft cheese glass, when emptied, later holds fruit juice for breakfast.

It might be well to repeat here, for the information of those coming upon this type of survey for the first time, that SM's editors are seeking to explore the subject of packaging only from the consumer's point of view. We are not attempting to touch upon such other vital considerations as economy of manufacture, efficiency in packing and shipping, shelf value, or other purely merchandising considerations.

Here are some selected high spots of the findings:

Some of the products about whose packages the women are to some substantial degree unhappy: cereals, lard, prepared mixes, cocoa, sardines, sugar, dried vegetables, jams and jellies.

Loudest cheers: Morton salt, with 96 favorable notices, topped all other single products in votes of approval. Runner-up was Crisco, with 90.



HOUSEWIVES' PETS: A workable spout on such finely divided products as salt, cereals, and cleansers draws praise from better than eight out of ten women.

Kraft cheeses polled the highest number of votes favorable to one line: 103. They were divided between cellophane and glass packages.

Some of the most frequently mentioned branded products: Morton salt, Kellogg cereals, Del Monte vegetables and fruits, Bisquick biscuit mix, Swansdown cake flour, Kraft cheese, Crisco shortening, Calumet baking powder.

The outside of the package: Nine out of 10 want exact directions for cooking and cooking time. Two-thirds want a statement of number of servings.

Closures and accessories: The plastic or tin screw cap is still the darling of the housewife, the findings in this respect echoing and reinforcing the findings of previous surveys. Spouts and good inner wraps are in high favor. The women still dislike pry-up caps. They notice, use, remember and like certain types of measuring devices.

Premiums: More than half purchase (sometimes or frequently) packages that include a premium or a premium coupon. Silverware and silverware coupons are the most popular.

Package characteristics: Housewives want most of all a package that is sanitary, with contents protected from deterioration. As a corollary, they want a package that can be closed tightly after part of the contents has been used.

Reusable containers: in high favor.

Biggest judgment factors in cardboard containers: whether the container is sanitary, whether it can be tightly closed after once opened.

Biggest judgment factors in plastic containers (Reference is mostly to cellophane.): Opportunity provided to see contents is top mention in "likes"; tendency to too-easy breakage tops in "dislikes."

Biggest judgment factors in tin containers: Tin's efficiency in keeping products fresh and controlling spoilage gets most favorable notice; hard to open is the biggest drawback.

Biggest judgment factors in glass containers: Reusability is best-liked feature; major dislike is the glass container that uses a pry-up type of closure.

The Subject Matter Studied

In seeking information on housewives' reactions to packages, the SALES MANAGEMENT questionnaire was broken loosely into three parts. One part explored, both with aided and unaided recall, these questions:

The characteristics which, in the opinion of the housewife, make good packages.

What women want on the outside of packages.

Attitudes toward different types of closures.

Influence of premiums or premium coupons in the package.

What products are habitually removed from their original packages.

What package improvements have been noted.

Attitudes toward and experience with recipes offered on or in packages.

The second part asked housewives, with no aided recall whatever, to

record their likes and dislikes, and to mention specific brands, about (1) products packed in cardboard or paper; (2) products packed in glass; (3) products packed in tin; (4) products packed in cellophane or any other type of plastic.

Part III was a follow-through to learn whether housewives, feeling as they do about certain package types and features, are actually influenced in their purchases by these feelings.

In this portion of our report we shall analyze the returns on the seven areas of information explored in Part I.

I. In general, what makes a good package?

Housewives were given a list of 12 characteristics and were asked, "Which of the following package requirements seem important to you? Please check the degree of importance in the corresponding column." The degrees listed were: very important, important, important but not necessary, unimportant. The findings are summarized in Table I on page 54.

Here we get a practical working description of the type of package most housewives find satisfactory. We get it in terms of eight specific qualities. If we total the responses on "very important" and "important," we find that more than 8 out of 10 want:

(a) A package that is convenient to store.

(b) A package that is easy to open.

(c) A package that can be tightly closed again after part of its contents has been used.

(d) A package that is stable — doesn't tip over easily.

(e) A package that does not deteriorate on the shelf or in the refrigerator.

(f) A package that does not "dribble" when liquid contents are poured.

(g) A package that has good inner wraps to preserve freshness.

(h) A package that is leak-proof as it comes from the factory.

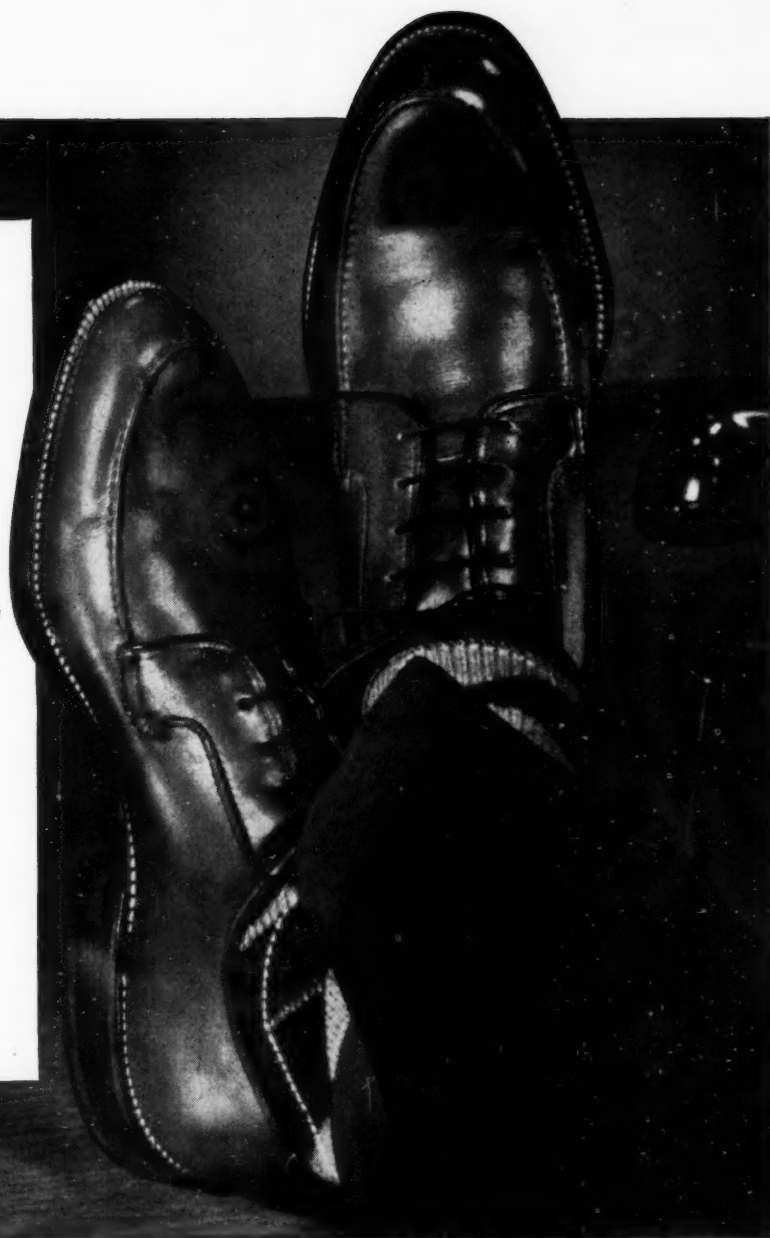
Among these characteristics, the three that scored highest in the "very important" classification were c, e, and g.

Later in this report, when we summarize favorable and adverse criticisms of paper, plastic, glass and tin containers, we shall get an interesting cross-check on this question.

2. What information do women want on the outside of the package or on the label?

Here exact directions for cooking and cooking time lead all other factors by a wide margin. The summary:

Portrait of An Ad Manager *without Worries*



Completely without worries? Fantastic we know.

But there is a way an advertising manager can get big help on one of the most important phases of his job . . . the building of effective advertising at the point-of-sale.

Let's face it. This vital link in the marketing program often gets the short end of everyone's time . . . at the agency, in the advertising and sales departments. Too often it's a last minute thought.

So, why not call CHICAGO SHOW, and then put *your* feet on the desk. This nation-wide organization is staffed and equipped to bring expert planning to your point-of-sale program. We can follow through on the whole job . . . creative ideas, art, production, distribution . . . and we know how to make it work!

Let us talk to you about your fall campaign plans now. Chicago Show Printing Co., 2660 N. Kildare, Chicago; 400 Madison Ave., New York; Offices in principal cities.



- Cardboard Displays
- Cloth and Kanvel Banners and Pennants
- Stanzall Outdoor Signs
- Animated Displays
- Mystik Self-Stik Displays
- Mystik Self-Stik Labels
- Neon Truck Signs
- Mystik Can and Bottle Holders
- Booklets and Folders

Advertising at the POINT-OF-SALE

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TABLE I
WHAT ARE THE FEATURES THAT MAKE A GOOD PACKAGE?

	Total No.	%	Very Important No.	%	Important No.	%	Important but not Necessary No.	%	Un- Important No.	%	No Answers No.	%
Number of respondents -----	875											
Requirements												
Ease of carrying -----	875	100.0	241	27.6	265	30.3	254	29.0	85	9.7	30	3.4
Convenience in storing -----	875	100.0	404	46.2	338	38.6	91	10.4	24	2.7	18	2.1
Easy to open -----	875	100.0	388	44.3	346	39.5	90	10.3	19	2.2	32	3.7
Container can be tightly closed after part of contents has been used -----	875	100.0	620	70.9	202	23.1	31	3.5	10	1.1	12	1.4
Container is stable—doesn't tip over easily -----	875	100.0	468	53.5	332	38.0	41	4.7	11	1.3	22	2.5
Package does not deteriorate, (crack, leak, disintegrate, etc.) on shelf or in refrigerator -----	875	100.0	637	72.8	189	21.6	28	3.2	4	.5	17	1.9
Container does not "dribble" when liquid contents are poured -----	875	100.0	445	50.9	303	34.6	86	9.8	13	1.5	28	3.2
Container can be reused -----	875	100.0	64	7.3	79	9.0	295	33.7	397	45.4	40	4.6
Opening arrangement makes contents easy to measure -----	875	100.0	209	23.9	345	39.4	205	23.4	95	10.9	21	2.4
Package fits hands for easy moving about, pouring, etc., thus avoiding possible spilling -----	875	100.0	265	30.3	392	44.8	154	17.6	42	4.8	22	2.5
Packages have good inner wraps to preserve freshness -----	875	100.0	635	72.6	213	24.3	20	2.3	1	.1	6	.7
Original package is leak-proof -----	875	100.0	585	66.8	242	27.7	27	3.1	10	1.1	11	1.3

TABLE II
HOW MRS. CONSUMER FEELS ABOUT 15 TYPES OF PACKAGES AND CLOSURES
TOTAL NO. OF RESPONDENTS 875

Type of Package or Closure	Particu- larly Like	Like	Total Favor- able	Per Cent Favor- able	Per Cent 1947 Survey	Per Cent 1941 Survey	Particu- larly Dislike	Dislike	Total Unfavor- able	Per Cent Unfavor- able	Per Cent 1947 Survey	Per Cent 1941 Survey	Don't Care No.	Don't Care %	No Answer No.	No Answer %
Metal tops and pry-ups -----	80	182	262	29.9	21	28	224	288	512	58.5	73	64	69	7.9	32	3.7
Screw Top -----	297	410	707	80.8	61	75	12	45	57	6.5	8	7	71	8.1	40	4.6
Ordinary Corks -----	15	106	121	13.8	19	20	160	414	574	65.6	64	59	134	15.3	46	5.3
Tall, thin bottles -----	72	219	291	33.3	34	28	122	261	383	43.8	50	55	174	19.9	27	3.1
Spouts on packages -----	394	346	740	84.6	92	85	9	25	34	3.8	6	6	76	8.7	25	2.9
Window packages -----	220	303	523	59.8	78	72	20	63	83	9.5	12	7	217	24.8	52	5.9
Inner wraps -----	510	305	815	93.1	86	87	4	7	11	1.3	2	5	30	3.4	19	2.2
Standard cocoa cans with set-in lids -----	142	317	459	52.3	43	47	106	192	298	34.1	45	44	90	10.3	28	3.2
Tear off tinwrap -----	63	197	260	29.7	30	40	100	228	328	37.5	50	46	253	28.9	34	3.9
Sardine Cans -----	15	122	137	15.7	21	18	203	259	462	52.8	49	54	217	24.8	59	6.8
Container usable for other purposes -----	385	321	706	80.7	89	86	5	9	14	1.6	7	6	140	16.0	16	1.8
Stitched top on sugar and flour sacks -----	218	298	516	59.0	66	50	86	125	211	24.1	27	34	126	14.4	22	2.5
Economy size -----	264	305	569	65.0	65	61	9	41	50	5.7	13	10	215	24.6	41	4.8
Cans that open with a key	152	322	474	54.2	44	*	106	181	287	32.8	52	*	93	10.6	21	2.4
Returnable container with deposit -----	64	149	213	24.3	33	*	186	299	485	55.4	62	*	162	18.5	15	1.7

* Not included in 1941 survey.

	Total No.	%
Number of respondents -----	875	100.0
No answers -----	3	.3
Exact directions for cooking and cooking time -----	800	91.4
Information on number of serving -----	583	66.6
Recipes -----	527	60.2
Directions for opening -----	496	56.7
Vitamin content -----	428	48.9
Size by cups -----	381	43.5
Size by ounces -----	312	35.7
Calories per serving -----	236	27.0

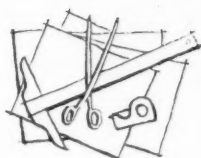
Two items here are significant. More than one-quarter of the respondents asked for "calories per serving" . . . nearly one-half for "vitamin contents," thus reflecting the increased interest in scientific nutrition and in special diets for weight-reducing or weight-building.

3. Attitude check on package features and closure types. See Table II (above).

This aided recall question, in which we asked housewives to check "particularly like," "like," "particularly dislike," or "don't care" on 15 package features, was included for two reasons:

1. It is now possible to compare current results with results on a similar series of questions included in the 1947 survey, and the 1941 survey (with two exceptions).


This man is carrying a gold mine



He is your Shellmar Packaging Counselor. In his bag he carries a gold mine of ideas . . . examples of smart, colorful packages that have a long successful merchandising record.

Assisting this man is a team of experienced designers and artists . . . packaging experts who know the "ins" and "outs" of modern design, color, and form. From their skill and ingenuity come Successful Package Creations that have proved their sales pulling power . . . some for products just like yours.

Put this creative ability to work. Take the first step toward a Successful Package Creation today — call a Shellmar Packaging Counselor. Or, if you prefer, write the Package Development Department for samples of sales-winning packages for products in your particular field. There is no obligation.

 The Hallmark of
Successful Package Creations



Shellmar Products Corporation • Mt. Vernon, Ohio

Plants: Mt. Vernon and Zanesville, Ohio • South Gate, Calif.
Mexico City • Medellin, Colombia • Sao Paulo, Brazil

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2. It provides an excellent cross-check with some other questions in the survey, notably those asked without aided recall.

Study of the figures shows that in only five cases in the "total favorable" and "total unfavorable" figures is there more than a 10% spread among scores for the three years, 1941, 1947, 1950.

The stitched-top cotton sugar and flour sack moved up the most, in 1947 and 1950, over the 1941 figure, probably because so many women make useful household articles and clothing out of the material.

"Window packages" have fallen in esteem and, judging by comments on the questionnaires, at least a substantial part of this is attributable to the fact that many of these packages break and spill their contents.

The popularity of the screw cap shows up clearly, with excellent cross-checks at half a dozen other points in the survey.

Perhaps the most meaning can be drawn out of the Table II tabulation this way:

More than 7 out of every 10 housewives look with favor upon:

1. Screw caps
2. Spouts on packages
3. Good inner wraps to preserve freshness

4. Containers that are reusable

More than half look with disfavor upon:

1. Metal pry-up caps
2. Ordinary corks
3. Sardine cans
4. Deposit containers

Such a summary deals, of course, with the extremes. But many of the other percentage figures should be meaningful to package manufacturers and the clients they serve. About a third of the housewives, for example, are dissatisfied with the practically-standard cocoa can with the oval set-in lid. A third is a big percent of a market.

If any of the factors listed in Table II has a bearing on your own package problem, it is suggested that you make further cross-checks with information appearing later in this report.

Questions Dealing With Premiums

4a. How much do premium offers affect purchase?

Slightly more than 55% of the panel indicated that premiums-with-the-package, or premium coupons, influence purchase sometimes or frequently.

The summary:

	Total	
	No.	%
Number of respondents	875	100.0
No answers	11	1.2
Answers		
Not at all	380	43.4
Sometimes	340	38.9
Frequently	144	16.5

4b. What type of premium interests the housewife?

The question was put this way: "If you do buy because of premiums, what type of premium attracts your interest?"

Silverware and silverware coupons

lead the list, with children's cutouts second. The summary:

	Total	
	No.	%
Number of respondents who buy for coupons, etc., in package	484	100.0
Type of Premium		
Silverware—		
Silverware coupons	192	39.7
Cutouts—children's cutouts	151	31.2
Plastic items	90	18.6
Coupons—coupons exchangeable for merchandise — stamps — boxtops sent away for premiums	57	11.8



WHAT ABOUT RECIPES? Nearly half the women surveyed asked for more than one recipe for food product usage . . . over three-quarters say that provision of multiple recipes encourages them to try different dishes. Post's bran carries a number of recipes on the box; Knox gelatin always includes a recipe folder.



SOMETHING FOR THE KIDS: Over half the housewives surveyed say they buy products because of premium offers. Silverware is the most popular premium, but children's cutouts (or something similar) are a close second.



Detroit Means Business

**\$3,473,654,000 worth
in one year!**

Detroiters MAKE money — GOOD money! Factory wages of individuals average over \$75 weekly, tops among the nation's five largest cities.

Detroiters SPEND money — BIG money! Retail sales hit \$3,473,654,000 last year.

Detroiters eat hearty — VERY hearty! Food sales in this market are more than 750 million dollars.

Detroiters live well — VERY well! They spend almost 170 million dollars for furniture, radios and other household items . . . 960 million dollars for automotive goods . . . 125 millions for drug products.

MOST OF THOSE MILLIONS of dollars worth of goods are sold through The Detroit News, Number One selling medium in this market. The News is lineage leader in practically every classification of general and retail advertising, and carries nearly as much total lineage as both other Detroit newspapers combined.

464,940

highest weekday circulation
of any Detroit newspaper

571,757

highest Sunday circulation
in Detroit News' history

*A. B. C. figures for 6-month period
ending March 31, 1951*

The Detroit News

THE HOME NEWSPAPER

owners and operators of radio stations WWJ, WWJ-FM, WWJ-TV

Eastern Offices: 110 E. 42nd St., New York 17—under management of A. H. KUCH

Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

JULY 15, 1951

TABLE III
WHEN A PRODUCT IS ALWAYS BOUGHT FOR A PREMIUM, WHAT IS THE NATURE OF THE PREMIUM?

	Total*		Cereals		Cleansers		Condensed Milk		Flour		Mixes		Soap-soap flakes		Miscellaneous	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Number of respondents who always buy the indicated products for premiums	252	100.0	106	100.0	10	100.0	43	100.0	116	100.0	44	100.0	84	100.0	96	100.0
Nature of Premiums																
Silverware	161	63.9	43	40.6	1		5		63	54.3	21		13		15	
Kitchen utensils—kitchen items—aluminum ware—houseware items—dishes—glasses	81	32.1	34	32.1	2		7		11	9.5	3		11		13	
Coupons—coupons exchangeable for merchandise—stamps—boxtops sent away for premiums	76	30.2	1	.9	1		18		11	9.5	—		19		26	
Silverware coupons	48	19.0	10	9.4	—		1		19	16.4	14		1		3	
Household items (as cookbooks, towels, washcloths, etc.)	31	12.3	—	—	—		2		4	3.4	—		22		3	
Plastic items	13	5.2	3	2.8	2		—		2	1.7	1		2		3	
Premiums—items in packages, etc.	10	4.0	2	1.9	1		1		6	5.2	—		—		—	
Things for children—children's playthings	9	3.6	7	6.6	—		—		—	—	—		—		2	
Cutouts—children's cutouts	8	3.2	9	8.5	2		—		—	—	—		—		—	
Cutlery	4	1.6	—	—	—		—		—	—	1		1		2	
Miscellaneous	70	27.8	3	2.8	2		6		12	10.3	5		10		32	

* This is less than the total of the detail column because it reflects families and not the total of their multiple answers.

TABLE IV
NATURE OF IMPROVEMENTS IN PACKAGES NOTED BY HOUSEWIVES

	Total		Crackers		Cereals		Margarine—Butter		Sugar—Salt		Tea—Coffee		Miscellaneous		All Others	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total number of times the indicated products were mentioned	556	100.0	90	100.0	79	100.0	46	100.0	29	100.0	19	100.0	238	100.0	55	100.0
Nature of Improvements																
Small packages inside larger packages—individual packages—number of packages wrapped together, etc.	131	23.6	79		14		20		—		2		16		—	
Change in material used for package (outside)	100	18.0	1		16		3		1		5		67		7	
Change in inner wrapping	69	12.4	5		30		16		5		2		11		—	
Better method of dispensing	41	7.4	—		—		—		8		—		26		7	
Better closure—does not have pry-off lid now	34	6.1	—		2		—		3		—		16		13	
Better method of opening—easier to open	29	5.2	4		3		—		9		1		5		7	
Size of package	20	3.6	—		5		—		2		—		9		4	
Better appearance	16	2.9	—		2		5		—		1		7		1	
Reusable container	15	2.7	—		—		—		—		1		11		3	
Change in style—shape of package	14	2.5	—		—		2		2		—		8		2	
Recipes on the box—in the box	10	1.8	3		1		—		—		1		1		4	
Easier to handle	8	1.4	—		—		1		—		—		6		1	
Easier to store	3	.5	—		1		—		—		—		2		—	
Miscellaneous	81	14.6	—		7		4		1		6		55		8	

	Total No.	%
Kitchen utensils — kitchen items — aluminum ware — houseware items — dishes — glasses	56	11.6
Things for children — children's playthings	29	6.0
Premiums — items in packages (general)	23	4.8
Household items (as cookbooks, towels, washcloths, dishcloths, etc.)	21	4.3
Cutlery	8	1.7
Miscellaneous	28	5.8

4c. What types of products are always bought because of the premium?

Flours, cereals, and soap and soap flakes are the classifications of grocery store products where measurable loyalty is retained by the manufacturers because of the premiums offered. The summary:

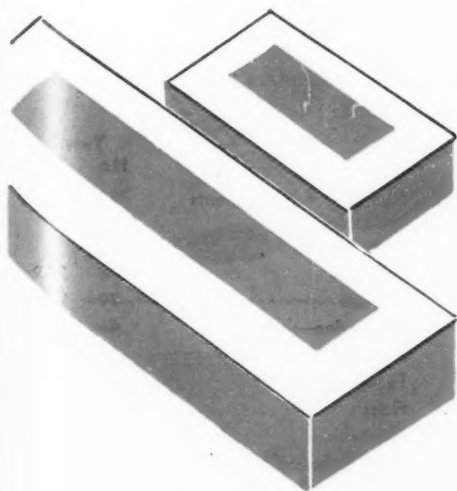
	Total No.	%
Number of respondents who buy for coupon, etc., in packages	484	100.0
Products		
Cereals	106	21.9
Cleansers	10	2.1
Condensed milk	43	8.9
Flour	116	24.0
Mixes	44	9.1
Miscellaneous products	84	7.4
Soap—soap flakes	96	19.8



SALES ARE UP!

thanks to **GAIR**

MULTICOLOR CARTONS



WRITE TODAY for samples
and technical information

GAIR multicolor cartons are winning enthusiastic acclaim everywhere with dealers, consumers and manufacturers.

These smartly designed multicolor cartons are solving packaging problems for many manufacturers who are as meticulous about their packaging as they are about their famous products.

Sales, profits and prestige are increased with the SELL-ON-SIGHT appeal of GAIR multicolor cartons.



ROBERT GAIR COMPANY, INC., 155 EAST 44th STREET, NEW YORK • TORONTO

PAPERBOARD • FOLDING CARTONS • SHIPPING CONTAINERS

JULY 15, 1951

How Manufacturers of Grocery Store Products Can Interpret and Use This Survey

The survey reported in this and the two succeeding issues was not designed to give anyone a final answer on anything. It was, rather, framed to serve as a possible base for a manufacturer to use:

1. To judge whether, in the light of the principles revealed by the findings, his own package may need some improvement to enhance its good-will value with customers, and

2. To suggest lines of possible development for a research job of his own in which all questions are pin-pointed to the appearance, structure, and functional performance of his own specific product.

A word of caution: Because the questions in which we sought mention of certain products by brand name were offered wholly on an unaided recall basis, it was not to be expected that any one brand of any one product would receive a large number of mentions. If your product wasn't mentioned at all, that doesn't mean, either, that your package is acceptable.

In these brand-name mention lists (and we couldn't include full detail for space reasons) even as few as one or two mentions may be significant to the manufacturer. The thing to do is look at the context in which the criticism appears, look at all other parts of the survey report for cross-checks, and give some detailed study to the relative importance of the principles brought out by the over-all analysis.

The survey returns on all questions numbered 1 through 7 were machine-punched on IBM tabulating cards. In some cases at least, it would be possible for National Family Opinion to make additional cross-checks and tabulations which do not appear in this report. If any manufacturer would like to have such additional information, he may query the editors of SALES MANAGEMENT. We will find out whether we can get what he wants, and he will be charged for the service on a straight time basis. No jobs involving hand-tabulation can be done by either National Family Opinion or SALES MANAGEMENT.

Address any letters of inquiry, questions and comments having to do with the survey findings, to A. R. Hahn, Managing Editor, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

4d. What is the nature of the premium in cases where products are always purchased because of the premium?

Because of the wide variety of response to this question, it was necessary to make some broad classifications. Table III, page 58.

Products Removed from Packages

5a. Are there any products which you usually remove from their original packages after the package has been opened and part of the contents used?

Six-hundred fifty-nine, or 75.3% of all housewives answering this question take some products out of their original containers for storage; 18.8% do not; 5.9% did not reply.

5b. What products do women remove from packages?

In the earlier (1947) survey made by SALES MANAGEMENT, all vegetables and fruits and fruit juices canned in tin lead all other products by a wide margin.

In the current survey most mentions were made of sugar (Women have many gripes about sugar pack-

ages; we'll see some cross-checks on this later.), such dry foods as cereals, rice, cornmeal, oatmeal, etc.; coffee; flour and flour mixes.

It looks as though housewives are beginning to accept, at least in some small degree, the idea that it's safe to store opened tins, under proper refrigeration. But their feeling about the "danger" of tin still practically amounts to a phobia.

The summary:

	Total No.	%
Number of respondents who remove contents from package	659	100.0
Items		
Sugar	270	41.0
Cereals—rice—cornmeal—oatmeal, etc.	250	37.9
Coffee	237	36.0
Flour—pancake flour	231	35.1
Anything canned in tin	168	25.5
Tea—tea bags	114	17.3
Dried fruit (raisins, prunes, apricots, etc.)	111	16.8
Brown sugar	83	12.6
Spaghetti—macaroni, etc.	78	11.8
Dried beans—peas	78	11.8
Crackers—cookies	50	7.6
Confectioner's sugar	43	6.5
Dairy products	38	5.8
Cocoa nut	19	2.9
Miscellaneous items	200	30.3

6. About package improvements

The question: "Please think of any grocery store product packages that now appeal to you more than they did previously because of some improvement the manufacturer has made lately in the package. List the product and the nature of the improvement noted."

The summary, by classifications of product:

	Total No.	%
Number of respondents	362	100.0
Products		
Crackers	90	24.9
Cereals	79	21.8
Margarine—butter	46	12.7
Sugar—salt	29	8.0
Tea—coffee	19	5.2
Flour	17	4.7
Shortening	14	3.9
Soap flakes—detergents, etc.	14	3.9
Peanut butter	10	2.8
Miscellaneous	238	65.7

Detail of the types of improvements noted is summarized in Table IV, page 58.

Readers are again asked to note how response to this question cross-checks with other findings, notably the interest in better inner-wraps to maintain freshness.

THE

UNITED STATES PRINTING & LITHOGRAPH COMPANY



Modern packaging — HALL OF FAME...



SIX MODERN PLANTS, sales offices in principal cities, serve American Industry through a coordinated nationwide service. Write or wire for information and pertinent samples of EYE-O-MATIC packaging and advertising.

THE UNITED STATES PRINTING AND LITHOGRAPH COMPANY

EXECUTIVE OFFICES: CINCINNATI 12, OHIO
Sales Offices in Principal Cities

PLANTS: Baltimore, Md. • Cincinnati, O. • Erie, Pa.
Minneapolis, N. Y. • Redwood City, Cal. • St. Charles, Ill.

All About Recipes

7a. What about recipes on and in the package?

Question: "Generally, are you satisfied with one good basic recipe on or in the package, for using a food product, or do you want more?"

"One is enough" said 49.1% of the housewives. "Want more" said 46.7%. (No answer: 4.2%)

7b. Question: "Do you prefer that these be on the outside of the package if possible, or put into a booklet or leaflet inside the package?"

"Want it outside" said 55.7%. "Prefer leaflet," said 41.1%. (No answer: 3.2%)

7c. Question: "Do you usually follow in exact detail the recipes on or in the package?"

Response: 84.6% said "Yes"; 13.3% said "No". (No answer 2.1%)

7d. Question: "If not, why not?"

The housewives said:

	Total No.	%
Number of respondents who do not follow recipes exactly	116	100.0
Reasons		
After the first time, I alter it to suit taste — family's taste—season to suit my family	30	25.7
Like to make my own variations	29	25.0
Sometimes have to substitute ingredients—use ingredients on hand	18	15.5
Prefer own recipes	18	15.5
Usually have to add something	9	7.8
Have to increase or decrease recipe sometimes	9	7.8
Sometimes I simplify the recipe	1	.9
Try out different recipes	1	.9
Miscellaneous	3	2.6

7e. Question: "Do you find that a variety of different recipes furnished on the package, or in an insert, encourages you to try different types of dishes made from the product?"

More than three-quarters, 78.2%, said "yes"; 16.8%, said "no". (No answer: 5%)

7f. Question: "Can you name by brand and product two or three products where the recipes have proved so uniformly trustworthy that you instinctively trust all recipes you

see issued in connection with the product?"

The replies are an outstanding tribute to the General Mills kitchens. Combining five groups of products sold by General Foods (Jello, Minute Rice, Minute Tapioca, Baker chocolate, Swansdown) this company rates second in trustworthy recipes.

The summary:

	Total No.	%
Number of respondents	875	100.0
No answers	246	28.1
Identity of Manufacturer		
General Mills	384	43.9
General Foods	278	31.8
Procter & Gamble	98	11.2
Pillsbury	93	10.6
Quaker Oats	63	7.2
Hershey Chocolate Corp.	41	4.7
Lever Bros.	39	4.5
American Home Foods	29	3.3
Kellogg Co.	18	2.1
Nestle	10	1.1
Miscellaneous	311	35.5

(Percentages exceed 100 because some respondents mentioned more than one.)

(Parts II and III of this survey will appear in SALES MANAGEMENT for August 1 and August 15. The material in Part II will cover housewives' reactions to cardboard, plastic and glass containers. A limited number of reprints of this entire survey is available through SALES MANAGEMENT's Readers' Service Bureau. Price \$1.—The Editors.)



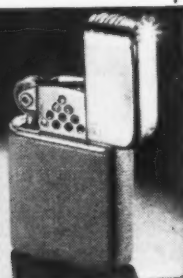
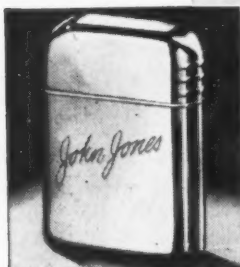
a problem any business week...

HOW CAN I BUILD MORE GOODWILL FOR MY BUSINESS?

ANSWER:

Bowers LIGHTERS

Give this beautiful new leather (morocco) covered lighter and you make a friend for life. Imprints easily.



Our newest chrome pocket lighter has the pull-out case for easier, cleaner refueling. A good gift anytime.

Nationally advertised BOWERS LIGHTERS are all windproof and UNCONDITIONALLY GUARANTEED. Top quality, low-priced, they're excellent good-will builders. WRITE DEPT. SM for complete details.

BOWERS LIGHTER COMPANY
KALAMAZOO, MICHIGAN

The Who And How Of This Survey On Packaging

The survey on consumer attitudes toward packages which appears in this and two subsequent issues of SALES MANAGEMENT was conducted exclusively for SALES MANAGEMENT by National Family Opinion, Inc., Toledo, Ohio.

This research organization maintains statistically balanced panels of 1,000 families each throughout the nation which are the basis of its operation. The more-than-thirty-thousand families who participate in the various panels are not paid for their cooperation. Typical of the research projects National Family Opinion is called upon to carry through in behalf of manufacturers and advertising agencies are inquiries into such subjects as brand usage, buying habits and consumer preferences.

This survey was based upon returns from one panel of 1,000 members. There were 875 questionnaire replies. This panel, like all other N. F. O. panels, is balanced by geographic areas, population densities, age groups and income groups.

About adequacy of sample: In four earlier surveys on this same subject (all done by personal interview), each demonstrated that a small sample accurately mirrors trends and opinion in this field. In these earlier cases, there were no significant changes in trend after about the first 300 returns were tabulated. Our present sample is, therefore, considerably more than adequate.

Those parts of the survey questionnaire which lent themselves to machine tabulation were put on IBM cards by National Family Opinion; the returns on the remaining questions (roughly half) were tabulated by members of the SALES MANAGEMENT staff.



"Don't be kidded into believing . . .

. . . that the increased sales and profits you've made since June 1950 makes yours the world's greatest tire-selling organization."

That's a quote from "The Saga of Patrick McTireman," a lively little book put out by Fisk Tires . . . a good example of how to preach without seeming to be preachy.

It cartoons Pat through each boom and bust cycle of his tire business . . . crest-of-the-wave after starting in a small way . . . war years, almost folding up . . . post-war up again . . . buyers' market . . . then Korea and his cycle starts all over again. Through it all Pat has ignored the help offered by the Fisk salesman and district manager to prepare for whatever selling conditions might come.

Each phase of the McTireman story might apply particularly to some specific distributor. "However," Elliott Detweiler, manager of advertising and sales promotion for Fisk, points out, "McTireman is a composite—and we hope that the book will make all Fisk distributors realize that in the cycles of boom and bust that seem to beset the tire business—it may be later than they think."

The story was presented by Fisk salesmen "who could diplomatically avoid insinuations that specific distributors might be guilty of inept business management," says Mr. Detweiler.

"We want each distributor to go all out right now on our Business Development program which includes sales training, business management, tire servicing, advertising, promotion and merchandising."

If You Are Looking For MORE SALES

from your

ADVERTISING DOLLAR

at no extra cost

Look into the

ENLARGED TROY, N. Y. CITY ZONE

where you now reach

*** 37,100 Families**

* 1,500 families added by the addition to the City Zone of a large portion of the Town of Colonie.

RATE:

18 cents per line

COVERAGE

96.8%

POPULATION

122,000

CIRCULATION

46,891

(May, 1951, daily average)

THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •

TROY, N. Y.

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS-TV
364,123 DAILY • 293,426 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

**IT COSTS LESS
TO RENT THRU
"GENERAL AUTO"**

- COSTS LESS TO RENT THAN TO OWN
- COSTS LESS THAN SALESMAN'S CAR ALLOWANCE
- LOWEST COST RENTAL PLANS FOR EVERY NEED



**Plan A - For
fleets with
low annual
mileage. Per
car . . .** **39⁵⁰**
PER MONTH

**Plan B - For
fleets that aver-
age 25,000
miles per car** **3^{1/2}^C**
Including Gas & Oil

FLEETS OF 10 to 1,000 NEW 1951 FORDS, PLY-
MOUTHS, CHEVROLETS FOR IMMEDIATE DELIVERY
ANYWHERE IN U. S.
All plans include license plates, replacement in
case of fire, theft, serious damage; new cars
every 12 months.

Highest Prices Paid for Your Present Fleet
★ WRITE FOR BOOKLET—"HOW TO REDUCE THE
COST OF AUTOMOTIVE TRANSPORTATION"

GENERAL AUTO RENTAL CO.
Coast-to-Coast
HAROLD B. ROBINSON
6600 N. BROAD ST., PHILA. 26, PA.
Livingston 8-5000

Dear Editor . . .

ADVENTURES

Editor, SALES MANAGEMENT:

One of the most interesting series of articles that has ever come to my attention, and certainly a most practical approach to sales and selling information, is the series you have been carrying in SALES MANAGEMENT under the title "Adventures in Shopping."

Every salesman of any manufacturer or distributor with broad distribution should have copies of this series as "must" reading.

I notice that from time to time you have referred to reprints of these articles, and I am wondering if you are planning to publish the entire series in book form later . . .

J. J. MATTUS,
Western Manager
Western Associated Farm Papers
Chicago, Ill.

(The series is being continued in first-of-the-month issues of SM, but no plans are currently on the fire for a wrap-up in book form.—The Editors.)

BACK-TALK TO GOLDBLATT

Editor, SALES MANAGEMENT:

The story under "Significant Trends" in your June 1 issue regarding Goldblatt Brothers was one of the most thought-provoking I have read in a long time.

Mr. Goldblatt exposed nothing new in connection with the substantial purchases from a minority of sources. Hardly any substantial business engaged in diversified selling exists that does not face the same situation. An analysis of any business invariably indicates that the mass of purchases comes from a comparatively small group of sources, but Mr. Goldblatt's thinking is interesting starting from there.

The thing for Mr. Goldblatt to do is to analyze his customers and cut out the ones that fall into a low bracket of purchases. That way he'll cut down the losses through mistakes in selling and save money on unprofitable customers.

There is one hitch, however. When he stops those buying losses by cutting out small suppliers, he eliminates the countless promotions that have made Goldblatt Brothers big. It takes a lot of suppliers to keep this or any other great store going. Large or small, they contribute to the attraction of the customer.

Now that he is cut out of small promotions, his good customers are going to the store that does keep promoting (The store the good customers and others go to either didn't make the same analysis as Mr. Goldblatt or ignored it in their desire to get more customers.) Goldblatt thrived because it gave the customer what he

wanted in variety to compete with any other store. The customer doesn't care where this variety comes from, but he wants to see it. When they decide along the lines of their new theory (which is not so new), I can see pictures of the Goldblatt boys standing in front of their doors with their hands in their pockets looking for customers.

This country was made great by little fellows who took a chance. That includes Goldblatt Brothers. In spite of all our headaches, as long as we have our America, I expect to see little fellows grow big the same way.

IRVING PIERCE
Sales Manager
Resistol "Self-Conforming" Hats
Garland, Tex.

(In the Significant Trends comment, Louis Goldblatt was quoted: "In 1950 our firm purchased merchandise from 8,686 vendors . . . We found that only 557, or less than 6½%, produced 53% of our purchases for the year. It is our objective to reduce the number of vendors we buy from . . . These 557 vendors improved our inventory turnover, were responsible for our customers being more pleased, reduced the number of customer returns on faulty merchandise. These 557 companies or prime resources did us enough good to more than offset a multiple of buying mistakes and dollar losses caused by purchases from the other thousands of vendors".—The Editors.)

MOVING PROBLEM

Editor, SALES MANAGEMENT:

Recently we have run up against the necessity of transferring a number of trained employees . . . because of men being called into the Armed Services.

Quite frequently these younger men own houses in the area where they were employed by us and had, in many cases, secured these houses with minimum down payments and with a G. I. loan.

Today, however, they are unable to get as favorable a purchase, so far as the down payment is concerned, because of the credit restrictions. Therefore in many cases it leaves them short of sufficient money for the down payment on a new house. Secondly, in most of the areas to which we are transferring the men, there are extreme housing shortages and, as a result, nothing that they can rent.

The problem is: What should a company do, and what are companies doing about advances to key individuals, who are already in our employ and are being moved for the benefit of the company as well as themselves? Undoubtedly other companies are up against this same proposition.

SALES MANAGEMENT

I can see many reasons for doing this; on the other hand, should a company start it, there is liable to be great difficulty in knowing where to stop and as a result incurring a tremendous potential liability.

CARL A. WOOD
Vice-President in Charge of Sales
Cherry-Burrell Corp.
Chicago, Ill.

(While SM has done no survey on the subject, in the cases which have been encountered involving resettlement, companies have shown a tendency to be generous. Where transfers are made, the firm involved often has a sizable training investment in the man, currently has a vested interest in the experience he has acquired. With the personnel situation so tight, the finding of qualified new men in any given area is almost sure to be difficult. Would some other sales executives among SM subscribers who have dealt with this problem one way or another care to lend Mr. Wood a hand?—The Editors.)

COFFEE OMELET

Editor, SALES MANAGEMENT:

The other day I was reading the article "How Does Your Product Acceptance Vary in These Fifteen Markets?" in the June 1 issue . . . I caught what is obviously a discrepancy in the statistics.

I am referring specifically to the statement: "While Hills Bros. is first in most of the other cities and never below fourth where reported, Birmingham places this brand ninth," etc. That really bowls me over, because our client, Hills Bros. Coffee, Inc., does not sell in Birmingham; nor, in fact, in any of the Eastern Seaboard or Southern States excepting Florida.

Hills Bros. coffee can be *bought* in just about every state in the Union. What I mean to say is that the client does not actively *sell* in any of the New England, Middle Atlantic, or Southern States, excepting Florida. Whatever of its product is sold comes in through voluntary orders from dealers.

Quite obviously what has happened in the case of these Birmingham statistics is that in the Consumer Analysis, conducted by the Birmingham papers, the brand name "Hill's" cropped up and was tabulated. Whoever wrote the article quite naturally associated this with the Hills Bros. brand that showed up in tabulations for other cities.

They, however, are not the same. They are not even spelled the same. The "Hill's" coffee in Birmingham is a private label product of Hill Stores, a local grocery chain . . . The whole thing in the South is further complicated by the fact that there is another outfit located in Florida who sell their own brand of coffee. It is known as "Hill's Private Stock," but their label is black and white and cannot be visably confused with our client's famed red can label with the Arab trademark . . .

All this in the interests of getting the records straight . . .

A. H. DEWEES
N. W. Ayer & Son Inc.
San Francisco, Calif.

(SM is grateful to Reader Dewees for unscrambling Hills Bros., Hill's Stores, Hill's Private Stock. Great coffee tribe, these folks named Hills.—The Editors.)

Which reaches more families in Salt Lake City?

Here are the coverage facts

(Corporate Limits)

LIFE.....20%

POST.....12%

COLLIER'S.....9%

LOOK.....7%

parade.....85%

Plus a minimum

with the Salt Lake
Tribune

of 20% coverage in 91
adjacent markets of 1,000
or more population

and the picture is similar
in all Parade cities of origin

parade

The Sunday Picture Magazine
Providing a Minimum of 20% Coverage in nearly

2000 Markets

368,198 OF 'EM

**Everywhere
Men Who Are Getting
Ahead in Business
Read
The Wall Street Journal**

**Are you satisfied
with the way
you are getting
ahead with the
men who get ahead
in business?**

**If not,
THE WALL STREET
JOURNAL
should head
your
list.**



What's Right with This Package?

Just about everything . . . according to the housewives who participated in Sales Management's current packaging survey. Herewith is some background on it.*

Swift's peanut butter was introduced to the national market about three years ago. Preliminary market research in anticipation of the promotion showed that from 1929 to 1948 national consumption of peanut butter had increased from about 120,000,000 pounds to around 400,000,000 pounds per year. Close to 300 brands were on the market. So the field was highly competitive.

Experienced merchandisers, Swift's sales heads, after an extensive survey, decided that a new, easily identifiable container would be highly important in the program. They wanted, too, a new and distinct type of cap. Federal Tool Corp., Chicago, had been doing a lot of original work in plastic caps and they turned to it for suggestions.

The result was a reuseable container that, after being emptied, could become a many-purpose refrigerator container. Metal tops were quickly

ruled out. Tin, for example, attracts moisture; rust appears, causing sticking and friction. Discoloration and stain is displeasing to the eye.

After experimentation a polystyrene cap which needed only a quarter-turn for release, made under patents, was approved. It seals tight, having a gasket that resembles foam rubber, without liner. The gasket is easily removed, peeling out clean with the pressure of only a fork tine or fingernail. Some women report that the cap opens so easily and is so clean that uncapping a bottle is "fun."

The next feature to be determined was the color of the cap. Tests were made in stores with three colors: red, green and amber. Housewives picked up the red or the green but ignored amber. So the amber was out, the red and green caps were continued.

Then, there was one more feature—and one not to be ignored: The attractive red and green caps could be used as coasters. George W. Emmert

See S.M.'s "Survey of Packaging," page 50, this issue.

SALES MANAGEMENT

of Federal Tool Corp., who holds a number of patents on plastic closures, says:

"These caps when inverted and used as coasters don't look a bit like closures. I know that they are used in many of the nation's finest drawing rooms."

All set with the package, Swift's advertising, sales and merchandising men set up a sales and promotional campaign to build the widest distribution in the shortest possible time. Spearhead of the campaign was a mass media consumer advertising program supplemented by use of extensive point-of-purchase display materials. It was a hard-hitting campaign.

Extensive Testing

Martha Logan, Swift's nationally-known home economist, conducted extensive kitchen tests which resulted in practical recipe material for homemakers. This recipe material was widely circulated as a part of the over-all campaign.

Packed in 12-ounce jars, as well as in larger size commercial tins, Swift's peanut butter has made rapid progress in the comparatively short time it has been marketed. All indications are that it will continue to be a highly successful item, proving that there is always room for a new food product backed by sound processing and selling operations.

It is pointed out that two developments have helped to popularize peanut butter in recent years. It used to be that when peanut butter stood on a shelf for some time the oil in it would come to the top. This meant that the peanut butter in the top of the jar was oily and that in the lower part of the jar was dry. When too oily or too dry the tastiness of the peanut butter diminished and the "feeling" in the mouth was none too pleasant.

Most manufacturers now add hydrogenated peanut oil for a stabilizer. It prevents the natural oil of the peanut from rising to the top after the peanut butter reaches homemakers. This development has done much to preserve the quality, thereby providing greater consumer satisfaction. Salt and sugar are also added to the mix.

Swift & Co. adds one thing more to the processing, Vitamin B₁-thiamin. This restores the nutrients normally contained in peanuts but often lost in the roasting process. The Swift success formula for its new peanut butter is neither new nor unusual. It could be summed up this way: Manufacture efficiently, package attractively, advertise extensively, and sell thoroughly.

JULY 15, 1951

A mile used to be 5,280 feet long...

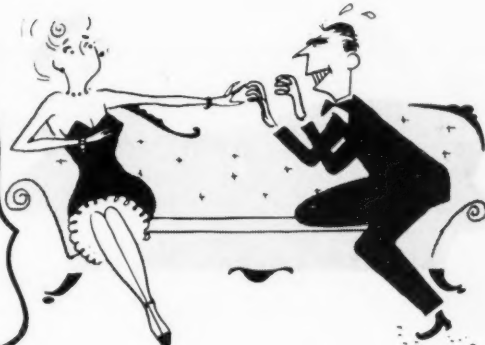
NOW...IT'S ONLY 17 SECONDS LONG!

THAT'S HOW

Flying Tiger air freight

STOPS traditional

distance
resistance



Are your markets restricted by barriers of time and distance?... Are you losing business because of machinery shut-downs resulting from slow transportation of replacement parts? Your best solution to these selling hurdles is Flying Tiger Air Freight. It combines speed and economy with a fleet of 35 special air freight liners that operate on multiple daily schedules. They give you the fastest, most dependable air transportation at lowest cost.

REMEMBER... AIR FREIGHT IS A LOT CHEAPER THAN AIR EXPRESS AND AS FAST OR FASTER... IN MANY CASES FLYING TIGER RATES ARE LOWER THAN RAIL EXPRESS.

Compare these low eastbound rates...ask how they apply to your products.

Sample 100 lb. rates from West Coast to...	Chicago	Detroit	Cleveland	Philadelphia	New York-Newark	Boston
Flying Tiger AIR FREIGHT	\$10.50	\$12.00	\$12.30	\$14.40	\$14.70	\$15.60
Air Express	55.00	64.60	67.80	77.40	77.40	77.40
Air Parcel Post	72.03	80.00	80.00	80.00	80.00	80.00

HERE'S HOW TO SAVE 10 WAYS

With Flying Tiger Scheduled Air Freight

1. Little or no crating.
2. Lowest record for loss and damage.
3. Lower insurance cost.
4. Highest insurance protection.
5. Reduced warehousing.
6. Lower inventories.
7. Faster turnover of capital.
8. Overnight service on products and parts across the nation.
9. No terminal tie-ups.
10. Door-to-door delivery.

For full information and an air freight analysis of your products, call your nearest Flying Tiger representative or write to...

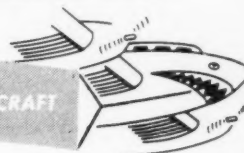
The Flying Tiger Line Inc.

FLYING TIGER... a better way of shipping, a better way of buying, a better way of selling, anywhere, any time, anything.

GENERAL OFFICES

LOCKHEED AIR TERMINAL
LOS ANGELES, CALIFORNIA
Agents in principal cities
throughout the world.

WORLD'S LARGEST OPERATOR OF AIR FREIGHT AIRCRAFT



How to Get the Most Out of Your Advertising Agency

An agency man outlines 10 common sense ways to make the agency a more productive member of the marketing team. Often a little sales psychology is a more effective stimulant than a client's growl. Why don't more S.M.'s apply it?

BY ALFRED H. EDELSON

Henry J. Kaufman & Associates

By getting the "most" out of your advertising agency we do *not* mean getting reduced prices on mechanical work, or tickets to the World Series. We definitely *do* mean an extra measure of creative ingenuity and willingness to do everything in line of duty and beyond—digging just a little harder to come up with better work, more consistently, on time.

In "How to Select the Right Advertising Agency," *SALES MANAGEMENT*, Nov. 1, 1949, page 37, we concluded with the suggestion that the client try to get the best an agency has to give by being cooperative.

Today we get down to cases on *what* constitutes being cooperative. What makes your agency say "No" when they're offered the business of your larger competitor if they agree to give up yours? Where does the kind of spirit come from—the spirit that keeps agency men sitting up at night not wondering how they're going to keep your account, but how they're going to keep your sales climbing?

It's a mystery to us why the skilled sales executive who knows how to handle his own men or dealers so that they "give"—and with a smile—should so often handle his advertising agency with all the finesse of an old line Army drill sergeant. But we are not so much concerned here with *why* he does it, as with *how* to avoid it.

Here goes: 10 simple, common sense ways to make the agency a better member of your team. You've selected the agency you believe is right. You like the people. You like what you've heard and seen about them. If they really produce, your sales figures are likely to look better. What are you going to do about it?

1. Give the agency the information they need to work with

Discretion is a virtue. But being close-mouthed about your company's sales figures, operating policies, competitive position and price structure, when you're briefing your agency, is like refusing to tell the dentist which teeth hurt. There's no more reason for concealing these vital facts from your advertising counsel than there is for keeping them from your C.P.A. He needs them to work with if he's going to help you. That may sound obvious, but sometimes it takes an agent years to break his client down so he can get the information he needs for planning. Ridiculous? Of course! If you can't trust your agent with confidential information, you are foolish to trust him with your advertising.

So take Mr. Agency into the family. He's your legal agent, authorized to act for you in certain matters. He needs all the information he can get.

2. Define your advertising objectives and stick to them

Backing and filling on advertising plans—or, just as frequently, having no plan at all—invites waste, extravagance and errors. Flexibility in these times—yes. But flexibility is one thing, and constant off-the-cuff switches something else again. When you define long-range objectives, you've done much to limit your problem to something your agent can get his teeth into. While you're at it, set reasonable goals. Impossible quotas for advertising are discouraging in precisely the same way that absurd goals take the heart out of your sales force. Reasonable goals, well-defined,

give your agency something to shoot for.

3. Define responsibilities for working with the agency and limit them

Conflicting lines of authority, okays on copy coming all the way from office boy to the chairman of the board, are not only the bane of the agency account man's existence, they handicap *your* efforts. You wouldn't make your salesmen get an okay on every order from half a dozen executives. Don't expect your agent to. Besides wilting his spirit and destroying the creative morale of the agency, you water down good selling ideas with compromises. If the copy is wrong, let the agency contact man take it back to the writers, and let them re-do it. More bad copy probably has been written at the conference table by the president, sales manager and agency contact man than by agency cubs.

Having carefully defined responsibilities also means deciding in advance who is to do what in the company, as well as in the agency. Make quite clear what policy procedures have to be taken up with the board or president. But make sure they're confined to policy. If you have an advertising manager, his okay on details should suffice—or *you* aren't delegating authority as you should.

This, again, is based only on good common sense. But advertising seems to be the one thing everybody wants a hand in. Don't let your secretary work over the agency copy chief's masterpiece and expect him to spend his next Sunday developing a bang-up sales letter instead of playing golf.

4. Develop a copy platform and stick to it

Reduce to writing the essential pattern of your advertising copy: what it must and must not contain. Get agreement from all the executives on this in advance, if need be. The copy policy or platform should make clear the style, content and standard practice for all campaigns and series. Do you want your "The" in the company name always capitalized? Say so. Will the style be factual, humorous, breathless, restrained? Why not settle it for once and all? You can eliminate most of those wrangles over

The man to see is your _____ dealer!

See _____ at your dealer's now

Why not talk to your _____ dealer today?

Call the _____ Service
office nearest you

Get an entry blank from
your _____ dealer today

Go to your nearest
_____ dealer

Ask your dealer
for a genuine _____



*The manufacturers or brand names are
deleted from these actual statements.

Does your advertising really point the way to your dealers?



AMERICA'S BUYING GUIDE
FOR OVER 60 YEARS

Do you use a statement like one of those above in your magazine, newspaper, radio or television advertising?

You can make it lots easier for prospects to find your authorized dealers if you'll use a definite statement like this:

"You can find the (your name) dealers listed in the 'yellow pages' of your Classified Telephone Directory."

By using Trade Mark Service in the 'yellow pages' of the telephone

directory, prospects will know *where* your dealers are located. Your trademark and local dealers can be displayed in all telephone directories that cover your markets.

This identification plan is the ideal link between your advertising and your authorized dealers or distributors.

Trade Mark Service really helps turn prospects into buyers... makes your advertising dollars bring you more results.

For further information, call your local telephone business office or see the latest issue of Standard Rate and Data.



copy every time a new advertisement is submitted, if you will only take the trouble to reconcile individual views at the start.

5. Sell all hands in the agency on your company

It's primary sales management technique to sell your employees, salesmen and dealers on your company, its products and policies. How about the people at the agency? Have you taken the copywriter on a tour of your plant, or do you rely on the account executive to pass on your enthusiasm.

**Save Up To 50% With
Amazing New TUFIDE
Business Cases
Guaranteed
... To Last 5 Years
... To Outwear Leather 5 to 1**



Now! Cut your business case costs as much as 50% with TUFIDE, the most durable business case ever made. Amazing new TUFIDE looks like leather... feels like leather... yet outwears leather 5 to 1 by actual U. S. Testing Co. test! TUFIDE is Unconditionally Guaranteed For 5 Years! Scratch-proof, scuff-proof, weather-proof.

Famous Companies Prove Tufide Superiority!

Almost a million TUFIDE cases are in use today, many by America's leading business concerns:

Allis Chalmers Co.	General Motors, Oldsmobile
Telechron Co.	White Sewing Machine Co.
B. F. Goodrich Co.	Sprague-Warner Corp.
Acme Steel Corp.	Real-Silk

A Case for Every Need!

There's a TUFIDE stock case to meet every business need—many are specially designed and made to order. See TUFIDE at your dealer today.

Priced From
\$500
up

WRITE FOR FREE FACTS ON TUFIDE!

**STEBCO PRODUCTS, Dept. A-23,
1401 W. Jackson Blvd., Chicago 7, Ill.**

Please send me FREE facts on TUFIDE Business Cases, without obligation.

Name _____

Company Name _____

Company Address _____

City _____ Zone _____ State _____

Do you call up the agency art director and compliment him on a fine piece of work? Or do you figure that only the wheel that squeaks loudest gets the grease? That theory is fine if grease is what you want. If you want sparkling enthusiasm and extra ideas, another technique is indicated.

The biggest account doesn't necessarily get the best agency service. The smart small advertiser gets agency people to really work for him by using his sales ability and diplomacy. If you bark whenever there's an error, yell "What's wrong with you guys, anyway?" but never pause to pass along compliments; if you take the credit when things are sunny and pass all the blame along when they're not, you can't get the most of what people have to give. Elemental sales psychology? Sure. But it works.

6. Keep the agency informed—in advance

Do you make commitments and then tell the agency? Do you plan events ahead, then give the agency the rush act at the last minute? Then you can't blame them if their work is sloppy, late, expensive. Or if there are errors. This is important on two planes: (1) to get good work, (2) to keep up spirit. People like to be "in" not "out."

7. Are you open-minded to new ideas

They're not always good. But if you listen with an open mind as well as ear, you may pick up some worthwhile sales ideas. And it's important to encourage their flow by giving them a polite reception, even when impossible to execute. You don't want just idle dreaming, but nothing will discourage fresh thinking on the part of the agency like a chilly reception for all of its new ideas.

Occasionally, the wise account executive passes along bright suggestions of the younger members of the staff, if only to encourage them. Your job, remember, is to be exposed to all of the ideas. Don't put up a wall against them in advance.

One of the most valuable things an agency has to contribute is an outside viewpoint. You're inviting incest if you hammer the agency's representative into line with all of your own views down to the last detail.

8. Have written do's and don'ts

Don't waste your time quibbling every month over details of the invoice. Arrange early to brief the bookkeeping department, the agency

people, all concerned, with *musts*—with what must and must not be done on everything from conferences to monthly statements. It saves time and money. Your agency will suggest this if it's smart, and it will avoid breakage of materials and tempers.

9. Have a budget and stick to it

Fritter away your money on charity programs and odd services if you must, but set up a budget for the advertising program, as such, and stick to it. It makes sense to set up reasonable appropriations for all items, including art and mechanical, and let the agency work within your figures, instead of running into outsize invoices—then hitting the ceiling. Don't try to determine what a particular hunk of art or engraving should cost. Give the agency an expense account by categories. Let them agree to live within it, and you won't have to supervise their spending every nickel of the allowance. At periodic intervals, arrange to audit the agency's records, if you wish, but don't kill time over every monthly statement.

If you do have reason to be suspicious of bills, straighten out the situation or get another agent—*fast!*

10. And let it be known you're not open to solicitation

Some advertisers take this attitude with their agency relationship: "We're not married. We're always open to a good idea from anybody." No, they're not married, but they won't get matrimonial devotion, either.

How would you feel as sales manager if your boss was always willing to entertain applicants for *your* job?

Think about that for a minute and then decide that you will stick with one agency—and one agency only—until you have reason to be dissatisfied. Then pick another agency and give it your loyalty.

Anything short of complete loyalty sabotages the agency's efforts and your own.

Quit thinking of the agency as some special animal. The agent is a consultant like your lawyer, engineer or accountant. As such, he is entitled to your respect and confidence. The agent is also an employee, in a sense, and entitled to loyalty, consideration, and proper compensation.

Sales managers who handle their agency relations on this level do not have to wait for their reward in Heaven. They can see it mirrored in happier working relationships—above all in tangible sales results.

Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces
and Other Literature Useful to Sales Executives

"42 States Wide and 325 Markets Deep:"

A report published by Mutual Broadcasting System, Inc., presenting major highlights from two Crossley studies (April and November, 1950). Dedicated to the proposition that there are two Americas within the Continental U.S., it is a close-up inspection of Home Town America. "Here," says Mutual are nearly 11,000,000 radio families—a full fourth of the U.S.—within easy reach of one network and beyond easy reach of all other media (And here retail sales have more than tripled since 1940.) Here is more radio listening to this one network—regularly, by day and by night—than all others combined. And TV gets into less than one-tenth of 1% of all these homes." Titled "Welcome to Home Town America," the book is shaped like a welcome mat and scaled down to convenient reference size. Spokesman for Mutual is "Mister Plus" who "invites your inspection of the communities 'covered' from outside by other networks—but served from within by only one—and reached either sparsely or at an extravagant cost by any other advertising medium." The study covers 116 markets, representative in size and location of all Mutual's 325 "solo" centers. Findings give percentages of total Home Town listening to Mutual and all other networks. They also include top commercial ratings. Write to Robert A. Schmid, Vice-President, Mutual Broadcasting System, Inc., 1440 Broadway, New York 18, N. Y.

"How Magazines Are Read:"

A report of Study No. 2 "Impressions per Reader per Issue" conducted by Gruneau Research Ltd. for *Chatelaine* and *Maclean's Magazine*, Toronto, Can. The purpose of the study: to find out if an interviewing tech-

nique could be developed to indicate reading habits by showing first, the number of times the reader picks up a magazine in the course of reading it, and second, the procedure followed during each of these reading periods. This experimental study was carried on with *Chatelaine* and *Maclean's Magazine* because they are similar in format. Preliminary tests indicated that reading habits vary with type of magazine and editorial content. Results are based on 1,100 completed interviews. Field work was done in conjunction with regular reading studies on specific issues of the magazines. Findings demonstrate: (1) that readers pick up magazines several times; (2) that methods of reading create traffic; (3) that magazines of this format provide more exposure for advertisements; (4) that the average reader has an opportunity to see an advertisement over and over again. Write to N. Roy Perry, Research Director, Maclean-Hunter Publishing Co. Limited, Toronto, Ontario, Canada.

"The Bettger Story:" A booklet published by The Dartnell Corp. which presents some of the facts about a 16mm. sound motion picture based on the book, "How I Raised Myself from Failure to Success in Selling." "This," explains the prologue, "is the true story of Frank Bettger, a salesman of ordinary ability, who at 29 was a total failure. Ten years later he had achieved a measure of success that exceeded anything he had ever hoped for. The ideas and principles you will see dramatized in this film are sales dynamite. Whether salesmen sell shoes or ships, sealing wax or insurance, these principles will be helping them for generations to come." Write to The Dartnell Corp., 4660 Ravenswood Ave., Chicago 40, Ill.

THE MODERN BLACKBOARD

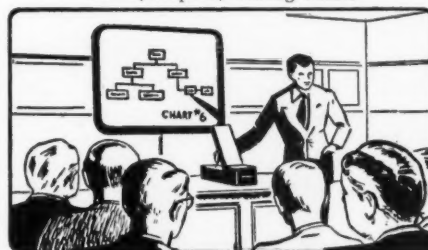
Screen Scriber!

A unique, self-operated projector that throws the projected images over the speaker's shoulder permitting him to face his audience at all times... uses 3 1/4" x 4" film slides or coated acetate for dramatic visual presentations.

For
Teachers
Lecturers
Demonstrators
Training
Instructors

Portable
Lightweight
(only 7 lbs.)
Easy to use

For use in Schools, Churches, Offices, Clubs,
Homes, Hospitals, Training Centers



THE SPEAKER always FACES THE AUDIENCE

The price of Screen Scriber is \$61.00. For more complete details, illustrated folder and name of nearest dealer, write to Dept. 42.

BARDWELL & McALISTER, Inc.
BURBANK, CALIFORNIA

7th LARGEST
RETAIL SALES MARKET
IN ILLINOIS . . .
130,849,800*

**BE
MARKET-WISE**

BUY MARKET SIZE!

Don't let the magical "50,000 population" limit stop you from reaching over 130,000 consumers in the Pantagraph Market, one of Central Illinois' richest. Pantagraph readers bought from one-third to one-half more than the readers in four Illinois markets with over 50,000 population.

Put These Facts On Your Media Scoreboard:

•The Pantagraph has the second largest circulation among 74 evening newspapers in Illinois.*

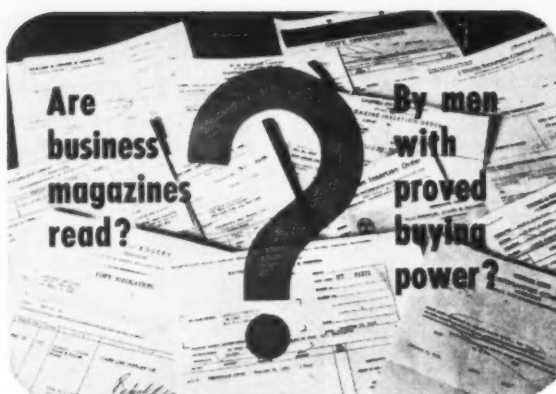
•The Pantagraph Market is the 2nd largest in "downstate" Illinois covered by one newspaper.*

*Copyright 1950, Sales Management Survey of Buying Power; further reproduction not licensed. Chicago excluded in all comparisons.

You're Market-Wise
when you advertise in...

The Pantagraph
BLOOMINGTON, ILLINOIS
Central Illinois' Home Newspaper Since 1846

Represented by Gilman, Nicoll & Ruthman



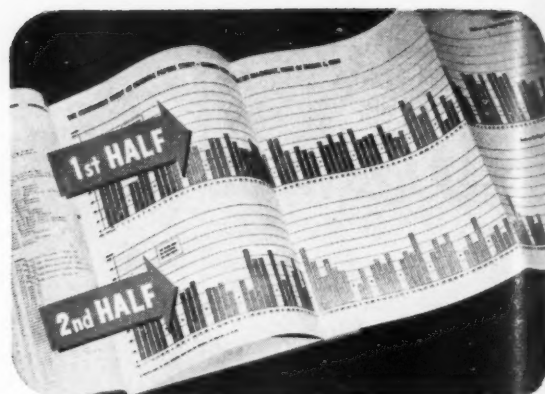
1. Are business papers read?

The answers, documented now by scientific research, show the power and impact of the business press . . . how to make business paper advertising bring bigger returns.



2. How many people read them?

The proof is impressive. Of 4 publications surveyed, an average of 98% of qualified readers read the editorial pages; and almost 97% read one or more advertising pages.



3. How thoroughly do they read?

Page-by-page flow charts show readership consistent . . . attention holding up through back-of-book pages. In one issue, the best-read editorial feature began back on page 153.



4. Is position important?

It can help, but can't hold a candle to ad quality. In one issue, an ad on pages 353 and 354 was second-best-read; in another a left-hand page outpulled a right by 21 per-centage points.

Now on film . . . answers to a quarter-billion

How effectively does the business press serve your needs? That is the big question for some 40,000 advertisers who'll spend better than a quarter-billion dollars this year in business publications.

Now you can see and hear some of the answers in the new slide film: **RESEARCH LOOKS AT BUSINESS PAPER READERSHIP.**

Do you want evidence of the values of business publications? Impartial answers to who reads them . . . how thoroughly, what and why they read . . . and (to put the final clincher on the problem) *are the readers men with buying power?*

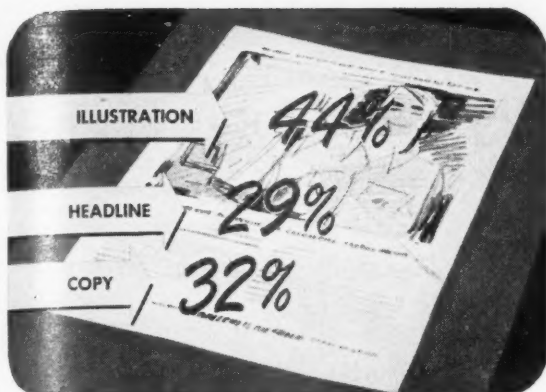
To get the facts, the Associated Business Publications and its participating members have put \$200,000 into

penetrating research, conducted objectively by the Advertising Research Foundation. So far, ARF has finished four major studies* . . . and more are to come. Already, the pattern of the findings is shaping up. They give you new measures of business paper performance . . . new approaches to advertising techniques.

The highlights are presented in an informative color slide film available for your ad-club or group, without charge.

This film is one of ABP's most important double-purpose projects: to help the *paid* circulation, ABC-audited member publications to improve the outstanding editorial quality that attracts and holds two million subscribers. And to help you make your business paper advertising more and more effective.

*Automotive Industries, American Builder, American Machinist, Chemical Engineering



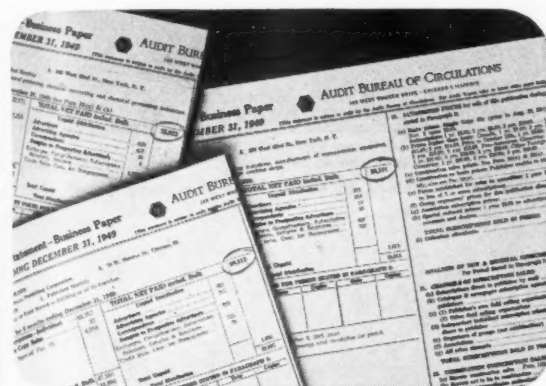
5. What's the biggest attention puller?

Business paper readers are attracted by the same elements in editorials and advertising. In 60 leading ads, illustrations outpulled other elements; 41 were in color.



7. Do the readers have buying power?

Indeed they do: 77% of the readers of the four publications directly recommend or influence purchases . . . and, of these, 80% generally specify make or brand.



6. Does ABC "circulation" mean readers?

Believe the ABC statements. Here's objective research that shows each publication delivered the number of readers claimed in ABC reports . . . a significant verification.



8. Are there still more facts?

Yes. The film presents many clues to readership and, particularly, the formulas that make ads pull. And there's much more to learn from the complete surveys. Ask to see the four reports.

ter-billion-dollar question

Plan to show the new slide film,
RESEARCH LOOKS AT BUSINESS PAPER READERSHIP,
at your next group meeting.
Write to ABP for a "booking."

THE ASSOCIATED BUSINESS
ABP PUBLICATIONS
Founded in 1916

205 East 42nd Street, New York 17, N. Y. • MUrray Hill 6-4980

The group of ABC-audited paid circulation publications—working cooperatively to improve further the service of business papers to their readers . . . and to help advertisers use the business press more effectively.

More than 6 and a half million dollars* a year are paid for almost 2,000,000* subscriptions to the 114 ABC-audited publications that are members of ABP.

In just about every field of business, you'll find ABC papers out in front in reader and advertiser preference.

*For 1950: \$6,745,786.73

*Net paid circulation, ABC, Dec. 31, 1950: 1,870,537



OBJECTIVE: Automatic's man must sell solutions to prospect's problems, not equipment.



THE GROUP: How to sell the president? Engineer? The salesman must talk language of each and win confidence of each.

The Step-by-Step Story of How Mr. Smith Sells a Telephone System

Six red-hot competitors seek the business of 6,000 independent telephone companies in the U. S. Here is a case-history involving survey selling, the group presentation, and above all else the ideal of service in sales work.

"Responsible Salesmanship" could be the watchword of Automatic Electric Sales Corp.

Automatic Electric Sales Corp. sells telephone systems — everything from the instrument in the user's hand to the complex "plant" which makes operation possible. (Over 75% of all automatic telephones are connected to Strowger-type central offices.) It is the distribution arm of Automatic Electric Co., Chicago.

Curious about how a big package

like a telephone system is sold, SALES MANAGEMENT went to Harrison C. Smith, vice-president and district manager in charge of the Pacific Coast District, whose eight-state territory is a typical selling field.

"Facts!" replied Mr. Smith, and then proceeded to make them exciting.

Did we know that there were more independently-owned telephone exchanges in the United States than Bell-owned? We did not—which

probably places us in the majority.

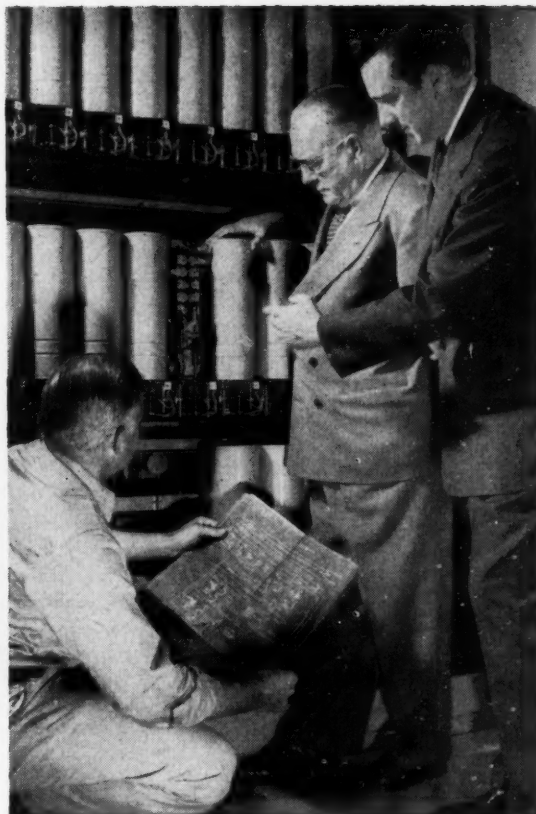
There are approximately 6,000 independent operating telephone companies in the United States. They are customers and prospects of Automatic Electric and its competitors. Many are quite small. Fifty-two of them report annual gross income in excess of \$1,000,000. These 52 companies serve 2,703,000 telephones in 2,797 communities. Annual incomes in excess of \$100,000 are reported by another 244 of the companies and annual gross incomes of \$50,000 to \$100,000 are reported by 50. It is a big market—and growing with populations.

Automatic Electric, originator of the automatic telephone, has pioneered the automatic system in the United States for 60 years.

In 1919, Automatic started to manufacture for Bell. Not long



PROMOTION: "Cutting in" a new system is a community event. Salesman must help you sell a capital investment.



FOLLOW-UP: With ideas for publicizing this progress.

afterward the company's first competition in the automatic field sprang up. Today, Automatic Electric has five main competitors.

Manufacturing companies that sell to independents have one big problem in common: They must match or excel in service the AT&T's vast Bell System. No independent telephone operating company can call on anything that approaches Bell's vast research facilities. They must turn to the manufacturing firms that supply them. These firms must of necessity sell, if they have the prospect's best interests at heart, not only equipment but service—in an exact and practical sense of that overworked word.

Now, it is easy for a salesman to talk service while presenting the equipment he sells. Automatic Electric gives service — right from the start, before any overt selling is done.

On the list of what Automatic furnishes a customer for a telephone system is:

1. Engineering advice and counsel.
2. Equipment for a company's entire telephone needs, which means (a) inside or central office equipment, (b) "outside plant" consisting of poles, wires, and contributory items, (c) subscribers' telephones and accessories.

3. Installation assistance, "assistance" usually meaning that they do

the job. (This goes with purchase 2.)

4. Technical instruction in proper operation of the equipment. Frequently, at this point, there is what may seem an extraneous service, but it is a necessary one when called for.

5. Advice and counsel on such matters as rates, charges for service, so that the operating company may effectively work out its own selling and public relations program.

6. Maintenance and operating assistance—for as long as the system is in operation. This may lead into:

7. Advice and counsel on expansion or extension if and when indicated, and a start of the process all over again.

The 60 men who sell for Automatic Electric throughout the United States are divided into salesmen and staff engineers. The former comprising the larger body, are all technical men. Numbers of them started with the company as installers, progressed to become equipment engineers, then, as aptitude was noted they were encouraged to work into the selling end. Working with them

as required are the advanced staff engineers.

Their selling tools are facts: case histories of operating companies that are long-time users of Strowger Step-by-Step Automatic Equipment; performance records; profit gains of users; experience of users of Strowger compared with other kinds of equipment; facts about the equipment itself and the company manufacturing it.

How Automatic Electric sells a telephone system is best shown by following through on an actual sale from first contact to completion. Our example is a small city on the Pacific Coast, population about 15,000, which we shall call "Progress." We shall call the operating company the "Progress Telephone Co."

To be a worth-while prospect for Automatic Electric, an operating company must be a going concern. Selling effort is not squandered on unsound enterprises, whether unsound because of poor management or political shenanigans. Generally, the prospect is getting along with a manual system. This was the case with

**Based on an interview by Elsa Gidlow with
HARRISON C. SMITH, District Manager
in charge of the Pacific Coast District,
Automatic Electric Sales Corp.**

Progress Telephone. It was serving about 1,800 subscribers at the time Automatic Electric started to contact it.

Through regular calls in the field, the company had determined that automatic operation held potential advantages for the company. No selling was done at this point. Instead, a salesman went in to dig for facts to be used when the selling started. He looked for complete information on the needs of the operating company: number of subscribers immediately served, how distributed (individual, party, rural, private exchange, paystations, etc.), calling habits (Some talkers are brief, others verbose.), and all other data necessary to permit a tentative estimate of the central office equipment needed to handle the operating company's maximum call traffic during busy hours (two, sometimes three, during each day). He also sought information on toll traffic.

He obtained, in addition, all the information he could in preparation for the first selling step: developing in the mind of the telephone company's management the benefits of automatic operation as compared with manual. These break down into benefits to the operating company, summing up to better service which justifies higher rates; benefits to the consumer in easier, better, more expanded service, making for more satisfied users and, in turn, resulting in a natural tendency on the part of subscribers to make greater use of their telephones and increase the number of toll calls. This last is important because it is from toll calls that sizeable revenue comes.

52 Questions

A preliminary presentation was made to the general manager of Progress Telephone, showing that there were untapped opportunities for expansion through improved service. After one or two calls the salesman could report that the prospect was showing definite interest in converting. He was ready to investigate the economies of automatic operation.

A staff engineer was assigned to assist the field man. Their first task together was to compile, or to thoroughly check, all data necessary to determine what equipment was needed. A three-page form, with 52 technical questions, simplifies this procedure.

With these facts as a basis, important consultations were scheduled to determine the extent of the proposition to be made. It is not yet defi-

nitely known whether Progress Telephone, while interested in conversion, will insist on holding costs down to rock bottom, making provision only for immediate needs; or whether the company will take a broader, long-range view and plan for future or pent-up growth. If the mood is conservative, the proposition will not be attractive if engineered on too liberal a basis. Or, competitors may walk in with a conservative proposition which will have a stronger appeal to the board of directors. It is essential at this point to come to a basis of agreement, on the limits within which the proposition is to be engineered. These initial discussions as a rule do not get beyond the general manager and the plant superintendent.

Progress Telephone showed that it was ready for a proposal reflecting a moderately long-term view. The next step was to prepare an Equipment Schedule, or list of equipment needed to satisfy the specifications agreed upon with the customer. That bill of materials was priced and a formal proposition in writing was submitted by the district office to the prospect. The custom is to send this in duplicate, unless more copies are requested.

Group Sales Talk

At this stage of selling, Automatic Electric frequently is asked to discuss the proposition in detail with the board of directors of an operating company, or with other key officers who have a deciding voice. Such was the case with Progress. And at this point the real selling started.

Rarely is a sale made without competition entering in. It is customary for an operating company to take two or more bids. Progress Telephone was considering three.

Key officers and the board of directors had all studied the formal proposition made by Automatic Electric—and possibly those of its competitors. Automatic did not know at this stage what obstacles, if any, stood between it and the order. It believed, as it always does, that whatever the obstacles, facts would quickly eliminate them. This is truer when selling to a group than when selling to an individual.

"We stand on facts," says Harrison Smith, "because we have found that when a customer is unbiased and when that customer has thoroughly analyzed every phase of our equipment versus a competitor's, the decision always has been in favor of our product."

This statement was made to the officers and directors of Progress

Telephone Co. Nine "Strowger Facts" followed:

Fact One glanced at Strowger in relation to competition. "For more than 50 years Strowger equipment has had time to prove itself," the salesman will point out. "Here is a list of diverse and happy clients."

Fact No. 2

Fact Two placed the durability of Strowger in the spotlight. "Strowger Automatic equipment has invariably lasted longer than any estimate made at the time of installation." Again, case histories were cited.

Fact Three considered maintenance costs. "The records of Independent telephone companies operating Strowger equipment provide all the facts that any company needs to predict Strowger maintenance costs in advance. Only Strowger equipment has been in service in the Independent field for a long enough period of time, and under a wide variety of conditions, to provide such records. The company that adopts Strowger equipment thus avoids all financial risks entailed by unpredictable maintenance costs."

Fact Four advanced the adaptability of Strowger to all varieties of service and operating conditions. Examples were presented.

Fact Five brought up flexibility. "For many telephone companies, the postwar years will be years of unprecedented growth. Small communities will grow into large towns; towns will become cities; service demands and traffic will increase." Showing how Strowger "permits easy growth by a simple step-by-step process of expansion," the advantage of this point was nailed down: "When your choice is Strowger, you know that your exchange can grow as it needs to grow—or change as it needs to change—at minimum cost and without disturbance to existing service or equipment."

Fact Six took up Toll Service. "The fast growing importance of toll service in all parts of the country makes it imperative that new automatic central office equipment be selected with a view to its adaptability to present and future toll network developments."

Fact Seven went into production techniques. "The engineering and manufacture of automatic telephone equipment to meet the complex requirements of the Independent field cannot be accomplished merely by bringing together materials, tools and workmen. Only time can develop proper techniques and an experienced staff necessary to guide and direct the



MRS. PAGE, Women's Editor
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of interested listeners among
Great Lakes housewives.

WJR

*shoppers listen...
shoppers buy...*

the
GREAT VOICE
of the
GREAT LAKES



WJR DETROIT ★ CBS 50,000 WATTS CLEAR CHANNEL



A WJR listener becomes a buyer
of WJR-advised products.

That All-American Shopper—the housewife, bless her—is also the All-American radio listener. And throughout the Great Lakes area, WJR's Women's Editor, Mrs. Page, exerts a tremendous influence on this active part of the buying public. Every day, Monday through Saturday, her show for women makes shoppers out of listeners . . . buyers out of shoppers! For thorough coverage and penetration in the rich Great Lakes area, your best bet is WJR—the Great Voice of the Great Lakes. Remember . . . First they listen . . . then they buy!

Represented nationally by Edward Petry & Company



Radio—America's greatest advertising medium.

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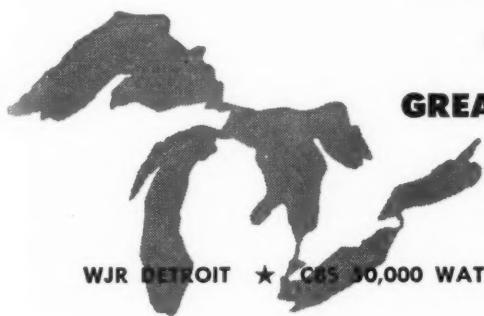


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Represented nationally by Edward Petry & Company



Radio—America's greatest advertising medium.

various processes."

Fact Eight stressed the fact that Strowger equipment has world-wide acceptance. "Automatic telephone exchanges throughout the United States—both Independent and Bell—are predominantly Strowger" . . . and so are those in other countries. "Today the telephone systems of most of the world's important cities are partially or wholly converted to Strowger working." A long list of illustrations was presented, naming exchanges and countries.

Fact Nine tied all the foregoing to

the user. "In the last analysis, it is the telephone user who places the stamp of approval or disapproval on telephone equipment. Close observation of this principle has been the guiding thought throughout the development and application of the Strowger Automatic system."

Summing up the foregoing facts brought out the crucial and culminating fact in Automatic Electric's selling: "the sharp distinction between costs and performance that are *known* and those that are *unknown*." Now the offices and directors of Progress

Telephone were told: "Since Strowger is the only automatic equipment which has had such widespread use among independent companies, the choice of any other type involves uncertainty of performance and unpredictable costs for maintenance, operation, and depreciation. Resultant risks, financial and otherwise, must be taken by the operating company, its stockholders and its subscribers. When the choice is Strowger, no risks are involved."

At this point the salesman asked for the order.

Officers and directors of Progress Telephone were impressed, they admitted, but they asked for more time. The salesman tried to draw out the reasons for delay, sensing some reservation in the background. Several obstacles came to light: 1. Delivery time. A competitor had offered an earlier delivery date. The salesman explained that because of the popularity of his company's equipment, there was a large backlog of orders. A telephone system cannot be produced, packaged and put on the shelf to await demand. It is custom-made to fulfill the minutest needs of the customer, the operating company. Was fast delivery the important factor in a life-time installation—or complete, trouble-free satisfaction over the years? Ten, 20, 30 years from now, would the few months' additional waiting time be remembered—or the nature of the performance and service?

When Prospect Hesitates

Still there was hesitation, so the salesman prepared to win the complete confidence of all contacts at Progress Telephone by proving with actual examples that the equipment he was proposing offered the best long-run investment. He gave them a list of users in a variety of classifications and urged Progress to personally talk with them. These were not conducted or arranged tours. The prospect was free to enter into private discussion. At the same time, the salesman suggested that the prospect obtain the names of users of competing equipment. He invited the prospect to make similar thorough investigations there, and then to compare findings. "Get the full facts," he urged. The prospect did.

A final discussion was arranged. Still the order was not forthcoming. Different directors brought up points of comparison between Automatic Electric's equipment and that of the competitor left in the field against them. These were taken care of, with the assistance of the staff engineer



AD BEYER SAYS...

ROCKFORD

Retail Food Sales

HIGHEST IN ILLINOIS

OUTSIDE OF CHICAGO (COOK COUNTY)

Retail food sales in city \$30,676,000

Retail food sales in Winnebago County \$38,077,000
(Figures from Sales Management 1951 Survey of Buying Power)

Further evidence that Rockford eats best . . . recent newspaper promotion produced sales of more than 100,000 cook books at 15 cents each.

Food advertisers get action in Rockford!

126,876 A. B. C.
CITY ZONE



A. B. C. RETAIL
TRADING ZONE 403,500

ROCKFORD MORNING STAR
Rockford Register-Republic

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.

who had sat in on all preliminary discussions. His objective, practical comment and counsel, obviously was carrying more weight at this point than were straight sales arguments. But still the order remained unsigned.

Uncovers Real Obstacle

Finally, the real obstacle to a close was uncovered: a friendship obstacle. Progress Telephone had been doing business over a long period with the competitor in question. The competitor was known for integrity and ability to make satisfactory equipment, but he did not have as broad a background of experience in the manufacture of automatic central office equipment. The prospect was torn between loyalty to a firm with which he had done business for years, and the desire to give the business to Automatic Electric with which he had had less contact but which had the outstanding record for manufacturing the type of equipment Progress Telephone wanted to buy.

It boiled down to the task of convincing the prospect that his best move was to purchase time-tried equipment. This was done by making possible first-hand, factual investigation of operating case histories. The competitor could not show installations with 20, 30, 40 years of satisfactory service. In the final analysis, the simplicity of the choice was stressed: It was a question of which purchase was the soundest investment.

Selling on facts, and facts only, Automatic Electric won the order.

But it didn't rest there. Its real service to the customer began. Progress had to have a new building to house the new automatic equipment. In such cases, Automatic Electric assists in designing the building to provide the most practical accommodation, or works closely with the company's designers. This is an important sales factor because a competitor may claim he can get his equipment into a smaller space—and then leave the operating company with problems for the future. The staff engineer handled this service for Progress.

His next job was to follow through with counsel and practical help to the company in preparation for the conversion from manual to automatic. This involved: (a) up-grading service—changing two-party lines to individual, six- or eight-party to two-party, etc.; (b) assisting the company with line assignment problems; (c) helping with number assignment, changing all numbers (and that is true for any automatic system); (d) advising on preparation of the "out-

side plant," since the lines must meet different standards than are required for manual operation. In short, a complete program for the changeover was presented.

The night of the cut-over is usually a big event in any community. Automatic Electric helps the company to dramatize it when circumstances permit. It's good public relations for all concerned. In the case of Progress Telephone a big party was staged. Saturday night was chosen so that the new service could be launched during the Sunday morning lull in call traffic. A "pre-cut-over" banquet was held. At midnight the lines to the old manual switchboard were cut and transferred to the new automatic equipment, while the Mayor of the town, other dignitaries, oldtimers in the company, officers and board of directors looked on. The Mayor placed the first call over the new system.

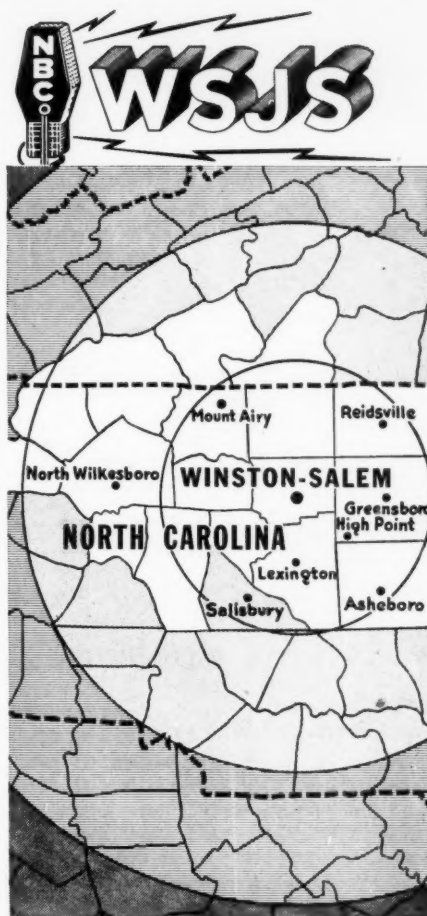
For 30 days after the cut-over, Automatic Electric's installer remained on the job to make sure that all final details had been taken care of and that everything was working smoothly and to the customer's satisfaction. At the same time the staff was supervised to be sure that previous training was fully understood and the equipment properly handled.

Don't Wait for Trouble

It is six months since Progress Telephone put its new system in operation. The same salesman and staff engineer who worked with the company from the first call have kept in close touch, for it is a policy of Automatic Electric not to wait until trouble may arise. The company's men stand by to advise the customer on routine maintenance and to help the operating company maintain its trouble-free service.

Facts sold Progress Telephone Co. officials, as they have sold hundreds and hundreds of other customers of Automatic Electric. Facts are still selling them, fulfilling claims made by the company and adding another case history to the record: Progress Telephone had 1,800 subscribers when Automatic started to sell it. Now, a half a year later, it has added 450 new ones. To this better than 25% increase has been added a greater source of profit: a toll business (long distance) increase of 22%.

"A satisfied customer is also a fact," says Harrison Smith, "The most effective fact of all for a company's future selling. He is the proof that your sales approach has been responsible. Only responsible selling can keep your customer sold."



Only **ONE** Station
DOMINATES

This

Rich, Growing
15-COUNTY
MARKET

With

\$108,808,000*
FOOD SALES

*Sales Management, 1951
Survey of Buying Power

WSJS

The Journal-Sentinel Station

AM-FM
WINSTON-SALEM

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Represented by:
HEADLEY-REED CO.

JULY 15, 1951

DON LEE delivers more than

Nielsen's figures show that Don Lee

*daytime audiences are up 16%

*nighttime audiences are up 17%

**(first quarter of 1951 vs. first quarter of 1949, full network average audience)*

Don Lee is a *bigger, better* advertising medium today than ever.†
No other advertising medium of *any* kind can deliver your sales message to as many people as often from their own local major selling medium (with all the local influence and prestige) at as low a cost per sales impression as Don Lee.

The above is a *BIG* statement, but Don Lee is a *BIG* selling medium with 45 stations in 45 important Pacific Coast markets. Only Don Lee was especially designed to consistently sell *all* the Pacific Coast. That's why Don Lee consistently broadcasts more regionally sponsored advertising than any other network on the Pacific Coast. Don Lee delivers *MORE* and the advertisers who sell the Pacific Coast know it.

†11 Don Lee affiliates have increased power and/or improved frequency during the past year and a half.



WILLET H. BROWN, President · WARD D. INGRIM, Vice-President in Charge of Sales
1313 NORTH VINE STREET, HOLLYWOOD 28, CALIFORNIA · Represented Nationally by JOHN BLAIR & COMPANY

anyone else on the Pacific Coast



The Nation's Greatest Regional Network

Mutual

DON LEE

BROADCASTING SYSTEM

Building SUPPLY NEWS

1st



Building Industry's

SUPER MARKETS

read **BSN**

If you want the BIGGER VOLUME purchases of the \$7 BILLION DOLLAR building industry, concentrate your advertising efforts on its super market merchants, who actively promote the lines they handle to three major sectors of building material market—

- 1st To his 100,000 builder-contractor customers, for still-vast new construction business.
- 2nd To the multi-billion dollar remodeling and repair market.
- 3rd To the huge over-the-counter trade, generated by 46,000,000 families and farmers.

**Average Annual Sales
\$356,000**

BSN's 19,000 dealer-readers are merchants who advertise, promote and sell; their sales of building products and housewares average \$356,000 annually. That's 4 times as much per dealer as the average sales of dealers who don't read BSN.

If you are looking for active outlets for building products and related home merchandise—your advertising belongs in BSN.

**Building
Supply News**

5 South Wabash Ave. • Chicago 3



Safe driving courses are given in many high schools.

What These Kids Learn May Save Their Lives

Hot rod drivers in souped up jalopies—or the family auto—have smashed a new word into the language: teenicide. Here is what business is doing through an organized educational campaign to curb the frightful teen-age death toll.

"Teenicide" is a new and fearsome word. It was born of a campaign instituted by James S. Kemper, chairman of the Lumbermens Mutual Casualty Co., Chicago. Mr. Kemper, his eyes on death statistics that came across his desk, came to know intimately the heavy costs which are the result of careless driving by young people. Some of the facts he learned were these:

1. The most dangerous age for automobile drivers is during the ages of 15 to 24.

2. In a single year, 1948, this age group accounted for 7,100 deaths; 31.2% of all fatal driver accidents that year.

3. Such accidents increase the cost of private automobile insurance approximately \$125,000,000 yearly.

4. In this age group, the traffic fatality rate per mile is considerably more than 100% above the average of all drivers.

5. The cost in terms of lives lost and bodies maimed is beyond estimation.

Mr. Kemper, through Lumbermens Mutual, decided to do something about it. Early in the campaign the word, "Teenicide," was coined because if a thing has a name it is easier to define it and call public attention to it. Teenicide was first heard of in 1948 through Lumbermens promotion. It is now a part of the American language.

In the new word supplement of the Funk and Wagnalls dictionary it is defined as "killing caused by the recklessness, bravado, and immature judgment of teen-age automobile drivers."

So, moved by cold statistical reports of sudden deaths in great numbers, the Lumbermens Mutual Casualty Co. opened a remarkable campaign to battle teenicide.

An all-out campaign denouncing

MR. ADVERTISER: *MEET THESE EDITORS* OF THE FIVE MIDWEST UNIT FARM PAPERS



1,267,706 avid farm paper readers are their friends...and your best Midwest customers!

These five editors-in-chief of Midwest Unit Farm Papers and the 38 full-time editors on their staffs know their readers . . . know the specific types of information Midwest farmers want, and see to it that they get it.

Midwest farmers want farm papers written by and for them. "Ivory tower" editing doesn't fool them for a minute. News and "how to" articles must be localized, timely, factual and to-the-point.

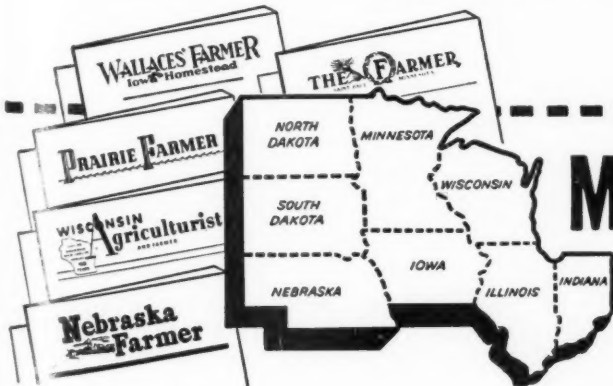
All five of these editors-in-chief and members of their staffs have farm backgrounds and experience which ideally equips them for their jobs. It shows in their understanding of what's of interest to Midwest farmers . . . wins confidence and high readership.

The high readership of Midwest Unit Farm Papers will interest you. A recent survey shows that Unit papers are a better than 3 to 1 choice over the leader among national farm magazines.

**TAKE A TIP FROM
THE EDITORS . . .
YOUR BEST ANGLE
IS THE
LOCAL ANGLE!**

Localizing your sales message is practical only in the five local farm papers of the Midwest Unit. Each presents your product and services against a background of localized farming information and news . . . gives your advertising the impact of local acceptance . . . helps your dealers sell . . . lets you measure the direct results. Buy the Unit—one order, one plate at a substantial saving in rates.

Call your local Midwest representative. Midwest offices at: 250 Park Avenue, New York; 59 East Madison Street, Chicago; 542 New Center Building, Detroit; Russ Building, San Francisco; 1324 Wilshire Boulevard, Los Angeles.



MIDWEST *Farm Paper* UNIT

NEBRASKA FARMER • PRAIRIE FARMER • THE FARMER • WALLACES' FARMER & IOWA HOMESTEAD • WISCONSIN AGRICULTURIST and FARMER



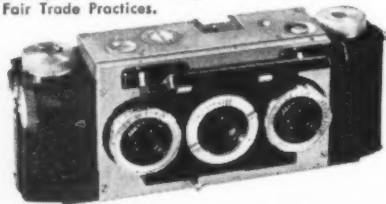
but nothing like Stereo-Realist pictures

SALES MANAGERS! Service Managers! Field Service Engineers! Stereo-REALIST is absolutely the most useful photographic tool ever presented to American business. Photographs that actually show a person, a place or a product *exactly as is in real life* . . . in true 3rd dimension — in real-life color in life-size images! More amazing still, it does so on low-cost 35 mm film.

This is no idle sales talk. It's fact backed up by present day users—machine tool and automotive companies, research laboratories, tractor and farm implement manufacturers, real estate dealers, dress and candy manufacturers. Their products are being **SOLD** right now using this new, fascinating approach. It's ideal to get and keep a bored customer's attention. It's the most perfect service-training method short of working on a product itself.

For more information on this new low-cost business help, see your commercial photographer or write **DAVID WHITE CO.**, 385 W. Court Street, Milwaukee 12, Wisconsin.

Camera and Viewer \$182.25
(Tax Inc). Priced according
to Fair Trade Practices.



STEREO Realist

The Camera That Sees The Same As You

Stereo-REALIST Cameras, Projectors, Viewers and Accessories are products of the David White Co., Milwaukee

youngsters for their bad driving, however, would accomplish little, Lumbermens decided. What was needed was a constructive program designed to improve youthful driving habits, plus the sympathetic cooperation of the public and of youngsters themselves.

Lumbermens found that high school driver education courses consistently produced graduates whose driving record was at least 50% better than average. Careful studies of the results of such courses had been made and the value of the courses was beyond doubt.

Parents Bum Drivers?

It also was learned that bad driving examples by parents often encouraged youngsters to adopt unsafe driving habits, while normal exuberance and the urge of many young people to demonstrate their prowess for the admiration of their young friends were other contributing factors to reckless driving.

Lumbermens' campaign to improve the accident record of young drivers was designed to insure that both the public and the youngsters understood and were fully aware of the magnitude of the problem. At the same time, the program was intended to present practical avenues of solution. It was intended to stimulate public, press, municipal and educational pressure for more high school driver education courses, to encourage parents to assume much greater responsibility for setting good driving examples and for supervising their children's driving practices, and to enlist the moral pressure of the many excellent young drivers against the reckless minority who give all youngsters such a bad driving reputation.

What could be done?

The first step was the coining of the word "Teenicide" as a stark, one-word summary of one of the tragic phenomena of the automobile age. Once you have a name for something that has always been essentially nameless, it is easier to talk about.

Teenicide was used in news releases, in speeches by Lumbermens' officials and representatives, in background material on the young driver problem furnished to magazines, in items furnished to columnists. Every effort was made through all communications media to get the word before the public.

Within a matter of months, the word was used so frequently that Funk and Wagnalls readily accepted the suggestion that it be included in the new words supplement to its

standard dictionary.

After that, the mere fact that a new word officially had been added to the American language encouraged many editors to devote editorial space to the teenicide problem.

Having started a campaign to acquaint the general public with the reality of teenicide, Lumbermens believed that the problem should be stressed tactfully among the young drivers themselves. One step was an annual college newspaper contest on safe driving.

The contest, which offered \$2,000 in prizes, enlisted the editorial power of America's collegiate press in behalf of safe driving during the Christmas holidays, an especially dangerous period for teen-age drivers. News material on safe driving, accident photographs, suggested tie-in advertising, column-closers, and accident statistics for use in stories, were sent to college editors.

Special prizes were offered for the best cartoon on safe driving, the best editorial, the best feature story and the best over-all safety promotion jobs done by dailies and non-dailies.

This campaign proved so worthwhile that Lumbermens is continuing the contest and is enlisting the help of its friends and representatives in getting greater participation. As examples, one university paper was instrumental in the installation of two traffic lights at dangerous campus intersections and another student paper's campaign succeeded in getting college authorities to institute a car registration and inspection procedure.

Disc Jockey Approach

Another step toward reaching young drivers, through media they themselves were known to accept, was a disc jockey campaign against teenicide. Letters were sent out to a list of about 500 disc jockeys throughout the country, inviting their participation and offering to supply them with weekly program-filler material styled for their use. In addition, pertinent facts and figures about teenicide were sent to them so they could, if they wished, prepare their own material.

Promptly, 254 disc jockeys in almost every state in the union, and one in Alaska, responded. For a year they interspersed safe driving messages with their records and chatter. Inasmuch as young drivers are often disc jockey addicts, it was felt that this was an especially effective method for reaching them.

In another approach to the problem, Lumbermens compiled a booklet containing the opinions of 12 prom-



"SQUEEZE AT THE DOTS:" Oakite Products, Inc., New York, is currently promoting a package improvement: a "Handi-Squeeze" pouring spout. Broad-sides are telling dealers about it; shelf cards are offered to bring the news to consumers.

inent citizens whose activities qualified them to speak on youth problems. They contributed constructive opinions on exactly what they felt could be done to reduce teenicide. These opinions were published in a booklet which was mailed to civic leaders, mayors, police chiefs, safety organizations and high school superintendents. A special mailing also was made to newspaper and magazine editors, asking their editorial assistance in the teenicide campaign. More than 200,000 copies have been distributed.

Lumbermens is especially proud of its ventures in the motion picture field in its campaign. More than 10,000,000 people have seen "Last Date," a 20-minute sound film released in April, 1950. This film was planned to carry a powerful safety moral without any preaching. It told the story of four youngsters and how their lives were affected tragically by the reckless driving of one. Special preview performances were held in major cities throughout the nation; newspapers, wire services and radio stations gave maximum publicity to the premieres, and many newspapers used the film in public service promotions. "Last Date" was named the outstanding motion picture of its type produced during 1949 by the National Committee on Films for Safety. The film has been made available to civic

groups, schools, police departments and industries by Lumbermens representatives in all parts of the nation.

"Sergeant Bruce Reporting" is another motion picture approach to the young driver. In cooperation with the Los Angeles police department, Lumbermens produced this series of 13 five-minute sound films that emphasize what it considers the most important things to know about driving a car. These films are being released to high schools and other interested groups.

Lumbermens is the first to admit that the results of the teenicide project are not readily demonstrable. Its ultimate purpose is the saving of young lives and, since the project has been under way only a short time, spectacular results hardly can be expected yet. However, there is some tangible evidence that the project, combined with the activities of others interested in furthering the same cause, has already made some progress toward its objective.

A breakdown of the 1950 traffic fatalities by age groups is not available currently. However, 8% fewer drivers under 25 were involved in fatal accidents in 1949 than during 1948. This compares with an increase for drivers over 24 of 2%. While 7,100 youngsters were killed in automobile accidents during 1948, 6,700 were killed in 1949.

Kids Die Young

The traffic fatality rate for young drivers, despite the recent decrease, is still disproportionately high and much work remains to be done. Lumbermens feels, however, that projects of the type it is now conducting will have a cumulative effect on the driving of youngsters that will be increasingly demonstrated by the number of lives saved during each future year. Through this campaign, both the oldsters and the youngsters are becoming fully aware of the proportions of the teenicide problem as well as of the practical avenues of solution. Public, press, municipal and educational pressure has produced increases in high school driver education courses. Most parents are accepting their responsibility for setting good driving examples and encouraging good driving practices by their children.

More and more well-trained and able young drivers are making it more difficult for the reckless minority to give all youngsters a bad driving reputation. As Mr. Kemper says: "When that minority disappears, teenicide can be deleted from the dictionary."



A. C. WILLIAMS

HERE'S THE SURE WAY to increase your MEMPHIS SALES!

Radio Station WDIA, completely dominating the 44% Negro portion of Memphis 394,000 population and inexpensively covering the 489,000 total Negro population of WDIA's BMB counties, offers you a great ready-to-buy audience that cannot be sold by the other 5 Memphis stations (they divide up the white audience).

Hoopers* prove the listenership, and case histories of such QUALITY advertisers as Lipton Tea, Camel Cigarettes, Arrid, Ipana, Super Suds, Purex, Old Judge Coffee and Frosted prove results! Write for facts.

*HOOPER RADIO AUDIENCE INDEX

City: Memphis, Tenn. Months: Dec. '50 - Apr. '51

Time	Sets	WDIA	B	C	D	E	F	G
M - F 8AM-6PM	19.1	27.4	23.0	19.5	13.1	10.0	5.3	1.4

Radio Station WDIA, Memphis, Tenn.

John E. Pearson Co., Representative

ANOTHER NOTABLE FIRST

For the St. Petersburg TIMES
... In Florida's Fastest Growing Market

For the 12 months ending March 31, Sunday circulation of the Times averaged MORE THAN 50,000 ... FIRST TIME to pass this important figure.

Daily circulation average is UP to a whopping 45,354.

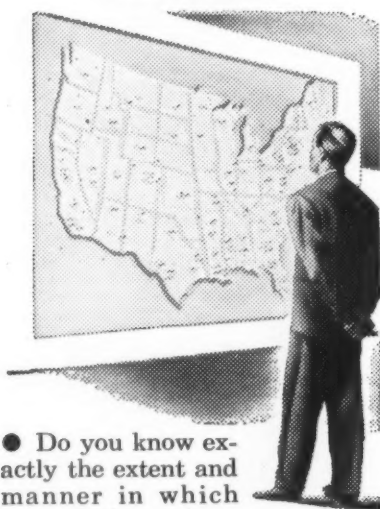
These figures represent MORE THAN 10% GAIN in ONE YEAR. Added to our splendid growth of previous years they are further proof that the Times is the READER'S paper.

St. Petersburg - Florida

Daily TIMES Sunday

Represented by
Theis & Simpson Co., Inc.
New York Detroit Chicago Atlanta
V. J. Obenauer, Jr. in Jacksonville, Fla.

ACB
Research Reports Give
Clear Vision
on Obscure Dealerdom
Activities



● Do you know exactly the extent and manner in which your dealers advertise your products?

This dealer tie-in advertising is often the make-or-break for important national schedules. It is practically impossible to get a coherent picture of it except by ACB Research Reports which likewise keep you informed on competitive dealer's advertising.

ACB reads every daily and Sunday newspaper published in the U. S. every day, and gives you a tailor-made service to fit your specific requirements.

Executives are invited to send for our catalog which outlines 12 ACB Newspaper Research Services.



New York (16) • 79 Madison Ave.
 Chicago (5) • 538 South Clark St.
 Memphis (3) • 161 Jefferson Ave.
 San Francisco (5) • 16 First St.



Is Your Salesmen's Pay Plan
Out of Tune With the Times?

(Continued from page 39)

holding high caliber personnel.

Then there is the possibility of unionization of salesmen. Unionism made rapid progress on the sales side of business between 1946 and 1949. Since that time its progress has been much slower. Nevertheless, unionism is a potential sales management problem.

4. Excessive Cost: Just as there have been distortions to the low side, so there have been to the high side. During the two decades between World Wars I and II, American industry's cost emphasis was directed primarily toward reduction of unit manufacturing costs. Behind this drive was the American philosophy that lower costs translated into lower unit prices would result in an ever-expanding market. To accomplish this objective, industry employed motion study, methods analysis, work simplification and other mass production techniques.

1939 Wages Doubled

As the result of unfair or improper application of these techniques and of inept labor relations generally, a great wave of trade and industrial unionism swept the nation just prior to World War II. This trend carried through the war years and grew stronger in the reconversion period. As a result of this, a general increase in price levels and other contributing factors, it is estimated that wage costs per unit of production have doubled since 1939.

While the pendulum in management-union relationships has swung back toward center during the last few years, it is evident that future reductions in unit manufacturing costs are going to be more difficult to attain.

What does all this mean to sales executives? What is its relationship to sales compensation?

It means that top management, faced with constant pressure to be competitive, is going to look to areas other than manufacturing for reductions in cost. The sales division won't escape. It is, in many companies, the last major opportunity for cost reduction.

The Federal Reserve Board Index of Industrial Production stands as of April, 1951, at 222, or more than double the average of the peacetime years 1935-39. This means that we are selling twice as much physical

volume and, price increases taken into consideration, three or four times as much dollar volume as pre-war. Because many companies have handled this increased physical volume without a commensurate increase in sales force, distortions to the high side in salesmen's incomes are often found to be present.

Since compensation of salesmen is a major factor in the distribution expense of many companies, the plan by which it is paid should be carefully re-appraised to see if reductions in unit direct selling cost are feasible. Our experience indicates that they are feasible in many instances. Here are two examples:

We have been serving a moderate-size manufacturer in the consumer leather goods field. Products are of good quality. Manufacturing is extremely cost-conscious. Sales are conducted through about 20 commission representatives, many of whom carry one or two side lines. Much of the company's business comes from small accounts and salesmen need not be of outstanding caliber. Many of these salesmen are in their territories only six to eight months a year. Their average annual commissions from this company alone are \$8,500. The company's direct field selling costs are running 16%. How long do you think this manufacturer would tolerate this situation if it were in his plant? On the job only two-thirds of the time, dividing attention *then* between this and one or more outside jobs, making a net take-home income from all lines of possibly \$7,500 a year. The answer, of course, is "not for long."

\$20,000 Salesmen

In another case, we found a manufacturer of fractional electric motors paying two of his seven salesmen \$20,000 and \$18,000 respectively. Initially the thought of changing this setup was shocking to the client. They feared they would lose the men. We had to point out that according to the 1950 census, the average annual male income is only \$2,400, that only 2.5% of the nation's families made \$10,000 or more a year, and that their salesmen were in the top 1 or 2% of income producers.

Comparative information published by Harvard University and National Sales Executives, Inc., indicates that top salesmen in their own industries make \$9,200 on the average. This client is not yet fully convinced, although he admits that his less fortunate salesman from one of the other territories who made \$10,000—or just over the industry average last

year — could adequately handle the top territory.

From these examples, it is evident that many sales compensation setups are out of line on the high side. A force of happy salesmen is not in itself proof that a company has a sound compensation plan. In fact, if a company receives virtually no complaints from salesmen relative to their incomes, it had better study its plan very carefully. The chances are that they are more than satisfied and it is not economical.

It is further evident that executives who spend time and money on job evaluation, wage surveys, mass production techniques and at the bargaining table, to prevent shop costs from getting out of line, are content to live with an expensive sales compensation setup, giving it scarcely a thought.

It should be borne in mind that a 1 or 2% cut in direct selling expense increases net profit before taxes by the same dollar amount. Since this expense is repetitive, corrective action once taken and followed by subsequent minor adjustments, pays off year after year.

These and other disastrous results from operating with a sales compensation plan which is old, poorly conceived, uneconomical and/or inequitable, indicate the need for revision of plans.

This can be best done by appraising a company's plan against four tests of soundness:

Does the compensation plan stimulate the salesman to do the defined job, to carry out the programs and policies and aid in the achievement of sales management's objectives?

Will the plan, applied to each territory, give the salesman fair and adequate take-home pay?

Is the plan equitable for the sales organization as a whole and between salesmen?

Is it economical? Will it permit reduction in direct unit selling costs, or at least hold them in line? Can a company afford at various volume levels the expense it entails?

If the answer to each of these questions is "Yes," let the plan alone. Don't touch it. If the answer to one or more is "No," some revision is in order.

Suggestions for Revision

A company that has an inadequate sales compensation plan is faced with a task that should be undertaken with care, skill and foresight. It is a delicate matter to adjust the take-home pay of salesmen. To do so judiciously, these seven requisites of successful

revision are needed:

Time . . . adequate to study the problem.

Experience . . . gained from working on similar problems.

Adequate data . . . accounting, statistical, personnel.

Objectivity . . . consideration of the problem on its own merits.

Analytical ability . . . resolving the problem into the various elements which must be considered.

Judgment . . . discriminating evaluation of all factors involved.

Thoughtfulness . . . for the people involved.

In addition, here are a number of suggestions for anyone who undertakes such a task:

1. Don't look for a ready-made plan. The chances are small that one can be found which will fit a company's requirements. To have a fully effective plan, a company should fashion its own.

2. Define each salesman's job. This calls for a definition of the company's sales objectives by product lines, by sub-lines, by time periods and by market areas. It also calls for planning sales programs, formulating sales policies, laying out sales territories, establishing sales quotas, setting up the selling expense budget and planning advertising and sales promotion. Upon the basis of these, define just what the individual must do in his territory.

Choose Basic Element

3. Decide which of the several elements of compensation are to be used in the company's plan:

Base compensation . . . salary, drawing account.

Incentive compensation . . . commission, bonus, profit sharing, prizes. Expense account.

Plus factors . . . vacations, insurance benefits, pensions.

The problem is to find out how to utilize the proper element or combination of elements to get the salesman to do what the company wants done.

4. Encourage the salesmen to voice their ideas. Their grievances often involve compensation. Ascertain what they want out of a sales job and what they want in a compensation plan. Sales executives too often say "Here is the plan, let's get going on it." That practice torpedoes a salesman's morale and turns him toward collective action.

5. Considerable progress has been made during the last 10 years in the field of job evaluation. Take advantage of what has been learned. Such factors as working conditions and associated inconveniences, responsibility

for planning, contact and independent action, imagination and creative ability and knowledge, used in evaluating jobs in other parts of a company, can be used to establish the relative value of the salesman's position as compared with other positions.

Use of the community or industry wage survey technique to ascertain what salesmen with comparable skills are earning elsewhere may have excellent application. These surveys provide information on general compensation trends. Gains in over-all compensation, and trends away from piece work toward security in industry generally, indicate to the thoughtful sales executive the trends which should be represented in his new plan.

Project the Plan

6. Keep the plan simple.

7. Pre-test the plan thoroughly—against past performance, against future objectives, at several volume levels—by checking it with several members of the sales staff, if feasible.

8. Be sure the plan contains practical ceilings, not to prevent high earnings but to avoid windfalls.

9. Keep in mind that if distortions are present in the company's present compensation picture, particularly on the high side, they probably will not be cured without serious difficulty and possible loss of personnel.

10. Make good use of the plus factors of compensation. They cost relatively little and mean much to the men.

11. Provide for continuing administration of the plan.

12. Remember that sales compensation is only one of 16 tools of sales management. While a properly conceived sales compensation plan will make the job of sales management easier, it is not a substitute for management. The rapid changes which characterize our business weather place an increased responsibility on the sales executive to sharpen the other tools of sales management, to get close to his men, to put them on his ball team and to see that intermediate levels of supervision are trained and inspired to do likewise.

In conclusion: How much money should a company put in its salesmen's pockets?

The company should pay the amount of total compensation and only the amount required to secure and hold the grade of sales talent needed. Within that total, the sales compensation plan established determines the way in which the compensation is paid to get the salesmen to do what the company wants done when it wants it done.

Advertising

MEDIA ... AGENCIES ... SERVICES

Beauty Care on Increase, Crowell-Collier Study Finds

The American woman's back-to-the-home movement for her beauty care is increasing, according to the latest cosmetic survey conducted by the Crowell-Collier Publishing Company's Research Department, Ray Robinson, director.

The sixth biennial study of *Woman's Home Companion* readers shows that in 1951 56% were using home wave kits, a gain of 12% over 1949 when 50% were using them.

The report contains data on usage and consumer brand preferences for about 100 different products—with comparisons between 1951 and 1949. It also furnishes advertisers with special information concerning a number of products.

The information is based on 2,505 replies, or 75.4% of a mailing of about 3,300 questionnaires to women subscribers of the *Woman's Home Companion*.

Some of the salient findings of the study follow.

Concerning home wave kits, it was found that "on curler" kits were used by 54% of readers as contrasted with 13% who used the new "in pin curl" type.

The new product, deodorant soap, was used by 19% of the magazine's readers, and has increased the total



BEN WRIGHT has been elected vice-president of the Field and Stream Division of Henry Holt and Co., following merger of *Field and Stream* with the publishing company.

of those using deodorant products.

The untinted products in the powder base field made gains over 1949 while the tinted items have declined somewhat in popularity.

The creams and lotions used for face care generally show gains compared with two years ago except for a few highly specialized items such as face masks and protective creams.

There has been a slight shift from the use of cream to lotion for hand conditioning. Although nail polish usage has declined somewhat there is more frequent application among those who use it, especially among women under 25.

Readers are shampooing their hair more frequently, especially those under 25. The new liquid cream shampoos used by 7% of readers has reduced the use of other types somewhat while at the same time increasing the use of shampoos as a whole.

Indelible lipstick is liked more by women in the older age groups. Only 14% of all readers have used this product.

The older the woman, the more she is inclined to use powder over a tinted make-up base—62% of women 45 and over as contrasted with 52% for women under 25.

The survey contains data on dentifrices for the first time in the Crowell-Collier series. It shows that 80% of the readers use toothpaste; 27% tooth powder; 4% liquid dentifrice.

Drug stores continue to be the most important retail outlet except for toilet soaps, which 79% of users buy in grocery stores. The 5 and 10c stores are patronized by 31% of users of nail preparations. In the perfume, cologne and toilet water category, the department stores give the drug stores strong competition, with 38% of users buying there, or only 14% less than the 44% of users who buy in drug stores.

The study breaks down the market for the various cosmetic products by both age and family income, with groupings conforming to standard U S Census breakdowns. There is



LESTER P. JENKINS, Classified Department manager, *The Seattle (Wash.) Times*, is elected international president, Association of Newspaper Classified Advertising Managers.

also a breakdown of information for women who are homemakers exclusively and those employed outside the home.

What Industrial Ads Mean to Top Management

Sales executives and other members of top management have, for the past year, been exposed to an unusual promotional approach by their advertising managers. Using the time-tested technique of the third-party endorsement, they have been explaining to management ways in which the tool of advertising can be applied to solve a variety of management's problems.

Industrial advertisers, through long experience, have reason to know that the role—particularly the effectiveness—of advertising has not been thoroughly understood by many top management men. With an assist from *The Wall St. Journal* and other publications, industrial advertising executives through the National Industrial Advertisers Association, New York, have set out to acquaint management with some basic advertising facts.

Chapter members of the 3,650-member NIAA have prepared full-page advertisements. These have been published free of charge as an educational service by *The Wall Street Journal* and other publications. Typical ad: "Why is it that some salesmen never meet a stranger?" The ad explains how advertising pre-sells prospects.

To date, 22 such advertisements have been published. All of these advertisements were published in a special issue of *The Wall Street Journal* and distributed to the people attending the NIAA's 29th convention in New York June 26.

The pre-Korea advertisement told how industrial advertising can cut costs, boost sales. Current advertisements focus on ways to use industrial advertising for informational purposes.

De Jongh & Associates to Serve in Birmingham

Edward De Jongh, formerly director of research and sales promotion at radio station WSGN, has announced the formation of De Jongh & Associates, with offices in the Bell Building, 1814 Second Avenue, North, Birmingham, Ala.

The new firm will specialize in providing business and marketing information to both local and to national and regional advertising and marketing agencies. Its services include consumer and dealer interviews, sales promotion and analysis, the preparation of house organs, annual reports; and related customer, employee and public relations services.

Auto Radio Listening No Mere Bonus Audience, WGAR Finds

An "Auto Radio Audience Survey" of Cuyahoga County, O., has been made by the Cleveland radio station, WGAR. It is the first of several studies of the out-of-home listening audience that the station plans to make.

This first major effort to measure the auto audience reveals that WGAR enjoys wide listenership among persons who use auto transportation. The station has an estimated total of 411,708 individual half-hours of listening daily in the 12-hour period from 7 A.M. to 7 P.M. (This is the equivalent of 411,708 persons listening a half-hour each.)

This is a Cuyahoga County daytime audience. The study does not take into account nighttime listening nor WGAR's coverage outside the county.

Among the results of the survey are the following findings:

Eighty-one of every 100 autos in Cuyahoga County have an auto radio.

Persons with car radios keep their sets turned on 74% of the time they are driving.

Each car has an average of 1.6 passengers.

Seventy percent spend two hours or less in their cars daily; 30% spend more than two hours a day in their cars.

Fifty-one percent of auto radios are turned on one hour or less; 49% are turned on for more than one hour.



WICU, Erie, Pa., television station wins first place in nationwide "Colgate Comedy Hour" promotion. Edward Lamb (left), owner of the station and publisher of the Erie (Pa.) Dispatch, receives plaque from C. C. Grinnell (right) of Colgate-Palmolive-Peet Co. Combined efforts of the Erie TV station and newspaper sold over 55,000 Colgate products during the promotion of the program.

Music, news, sports, variety and drama are preferred in that order.

In making the study, WGAR checked 6,284 automobiles in 64 different locations—including all the important shopping centers—to determine the percentage of cars with

radios.

At these 64 locations, 6,378 automobiles were checked for the number of persons riding in each car.

Over 4,000 postcards were personally distributed to the drivers at the various locations requesting informa-

ANSWERING YOUR QUESTIONS about *today's health*

A PUBLICATION OF AMERICAN MEDICAL ASSOCIATION

A PRE-SELECTED, HEALTH MINDED MARKET:

TODAY'S HEALTH provides this market with an authentic and authoritative source of information concerning all phases of Healthful living, Healthful protection and Medical progress.

4,000,000 READERS:

Over 80% are married home-makers. More than half of these families have more than one child. Over 73% own their own homes and more than 61% have above average incomes.

A RESPONSIVE MARKET:

"Naturally we are thoroughly pleased to find a publication in which the cost per name is under 50¢; other publications we have been using bring inquiries at \$7.00 each." Name on request.

It will be a pleasure to send you complete information or send a representative.

today's health

AMERICAN MEDICAL ASSOCIATION
535 N. DEARBORN STREET
CHICAGO 10, ILL.

4,000,000
PRE-SELECTED READERS



THIS MONTH 30,000 copies of The Advertising Council's 32-page annual report are being sent to top executives and throughout the advertising industry. Some of this year's 18 major campaigns reflect a nearly full-circle trend in the nation's effort from the time of the organization's founding as The War Advertising Council.

tion on number of hours spent driving, use of auto radio, and type of program preferred. To insure unbiased response the card did not mention any radio station by call letters.

Figures on automobile traffic were obtained from the Traffic Engineers Department, City of Cleveland, and the Cleveland Auto Club.

WGAR is planning additional studies of this large out-of-home audience. The present study, says WGAR, has proven that the auto radio audience is much too large to be classified as merely a "bonus audience." It is a distinctive listening audience which is "big, exclusive, largely adult and exclusively "radio," the study concludes.

Two Ad Media Set to Sell Chicagoans in Transit

In Chicago a total of 800,000,000 revenue passengers ride the public transportation vehicles annually. This is one-and-a-half as many passengers as are carried by the nation's entire Class I railroads combined. There is a service line within three standard city blocks, at the farthest, of 99% of the city's population.

This summer two separate organizations are undertaking to hold before this public's eyes the advertising of products by national, regional and local manufacturers, retailers and other distributors.

On July 1, National Transitads, Inc., opened a Chicago Division at 205 West Wacker Drive. G. E. Frazer, president, has announced that Chicago is the 45th market that the company has in operation throughout the Midwest, East, South, Southeast and Southwest.

National Transitads has taken over the franchise of The Chicago Transit Authority for the Surface Lines—street cars, buses and trolley buses—and for the Rapid Transit System—subway and elevated lines, replacing the Chicago Car Card Advertising Co. The CTA operates a total of 5,082 cars. Available to advertisers and their agencies are side rack spaces, spectaculars in the cars, and posters on elevated and subway station walls, in addition to regular full, half and quarter runs of car cards within the cars.

The other firm, the newly organized Chicago Transferads, plans to sell space on the backs of transfers issued on all surface vehicles of the Chicago Transit Authority.

Transfer advertising, according to a CTA official, will provide an average circulation of 1,200,000 daily, Monday through Friday, and 950,000 on Saturdays. No Sunday advertising will be sold, at least for the present. Advertising will be sold on the basis of one day per week per advertiser in cycles of 13, 26, 39, or 52 weeks. Provision will be made for advertisers who wish to test the medium on a more limited basis.

To encourage the rider to look at the back of his transfer, a "Smile A Day" in the form of a quip or joke—new each day—will appear next to the advertising message. This feature will start in September. Actual advertising is scheduled to begin October 17, with closing date for the first ad August 1.

Offices of Chicago Transferads have been established at 520 North Michigan Ave., Chicago 11, Ill.

Magazine Space Rates Planned for 1952

Advertising rate increases made necessary by "constantly increasing production, material and distribution costs," have been announced by The Curtis Publishing Co. for its four magazines—*The Saturday Evening Post*, *Holiday*, *Ladies' Home Journal*, and *Country Gentleman*. The new rates become effective in January, 1952. Curtis officials point out that the Wholesale Commodity Index has increased 136.8% between 1939 and 1951, but the company's average black and white rates per page per



N. GIST LAMIN, president of Nation-Wide Bus Advertising, Inc., is elected president, National Association of Transportation Advertising, Inc.

thousand during the same period will have increased only about 23% when these new rates become effective.

Linage rates of the three Crowell-Collier Publishing Co. magazines are being raised 6% effective early next year. The increase for *Collier's* goes into effect January 5, 1952; for *The Woman's Home Companion*, February, 1952; for *The American Magazine*, January, 1952.

Esquire, Inc., will raise advertising space rates, effective with the January, 1952 issues of its three publications. This will mean an average increase of 6% for *Esquire*, 10% for *Coronet*; 10% for *Esquire's Apparel Arts*.

The Dell Modern Group of magazines, starting with the January, 1952 issues, will offer a new rate system providing advertisers with both frequency and dollar volume benefits. Under the new system, advertisers will receive discounts for frequency up to 12 insertions on a product.



SALES-MAKER for Polk Miller Products Corp., Richmond, Va., this battery-operated display of the Sergeant's line was created, lithographed and produced by Einson-Freeman Co.

Announcing . . .

A NEW TROUBLE-SHOOTING MARKET RESEARCH SERVICE

DO YOU NEED:

- (1) Information on statistical source material, public and private?
- (2) Informed guidance through the maze of government statistics?
- (3) Back data on economic trends for specific markets?
- (4) Help in setting sales quotas?
- (5) To know the location of good markets (and bad)?
- (6) To know the current volume of business in your industry?

For years, SALES MANAGEMENT, as publishers of the annual *Survey of Buying Power*, has served as the recognized authority for answers to questions such as those posed above, and we shall continue to answer without charge routine questions on the *Survey of Buying Power* through our Librarian and Readers' Service. However, the volume of inquiries of a research nature has become too large to be handled efficiently through these channels alone. Accordingly, we have made arrangements with Market Statistics, Inc., headed by Dr. Jay M. Gould, Research Director for the annual *Survey of Buying Power*, to handle questions of SALES MANAGEMENT subscribers involving points of special technical interest. If such questions can be readily answered from data on hand, there will be no charge. For problems involving special research efforts on the part of the staff of Market Statistics, a nominal charge will be quoted, based on the time involved. In addition, Market Statistics, Inc., entrusted with the responsibility of preparing all estimates underlying the SALES MANAGEMENT *Survey of Buying Power*, will make available to SALES MANAGEMENT subscribers, by special appointment, its files of regional statistics, among the most complete in the country.

For further information write or phone Dr. Jay M. Gould at Market Statistics, Inc., 432 4th Avenue, N. Y. 16, MU 4-3559 or SALES MANAGEMENT, LExington 2-1760.

NEW JERSEY'S FOURTH LARGEST MARKET
WE'RE INVESTIGATING



GROCERY STORE SALES

Each week, THE BAYONNE TIMES sends its staff of investigators into a 10% cross-section of all Bayonne retail grocery outlets. Currently a 10 week continuing survey is featuring INSTANT COFFEES. The weekly sales are tabulated by brands, type of outlet, sizes, and other pertinent data.

Send or call for complete details of current and contemplated grocery store surveys.

THE BAYONNE TIMES

"Bayonne cannot be sold from the outside"

NATIONALLY REPRESENTED BY
BOGNER & MARTIN

Convenient!

St. Louis'
Finest Hotel
in St. Louis'
Finest Location

HOTEL
Bennox
9th & WASHINGTON
Teletype SL 139

COMPETENT SALESMANAGER
well experienced in all phases of Sales Management desires position with aggressive company. Can direct and develop your sales force by use of modern sales and sales promotion methods. Age 40. Presently employed. Willing to relocate. Box 2794, Sales Management, 386 Fourth Ave., New York 16, N. Y.

Coming, Next Issue:

How Air Freight Is Helping
Manufacturers to Expand Markets

Salary & Bonus Plans Popular in Drug Field

Data gathered by Research Society, Inc., from 79 drug firms employing 12,000 men reveal drift away from straight commission; top salaries now run \$5,000-6,000.

Commission salesmen are fading into the past for the majority of pharmaceutical manufacturers. Salary plus bonus, related in most cases to sales performance, is now the most popular compensation plan.

This is revealed in the findings of a survey, made by the Research Society Inc., of 79 pharmaceutical companies employing approximately 12,000 salesmen who call on physicians, drug stores, hospitals and wholesalers.

Of the 79 drug manufacturers surveyed, 8 companies pay their salesmen \$3,000-\$3,600; 14 pay \$3,600-\$4,000; 31 pay \$4,000-\$4,500; 16 pay \$4,500-\$5,000; 7 pay \$5,000-\$5,500, and 3 pay \$5,500-\$6,000.

\$200-\$1,000 Range

Of the 79 companies, 58 compensate their salesmen on the basis of salary and bonus. The remainder employ commission salesmen, or give an annual bonus which is pegged to company earnings.

An analysis of bonus plans shows that the average salesman can expect the following income in addition to his salary:

\$200-\$300	as reported by	16	companies
\$300-\$400	"	"	9
\$400-\$500	"	"	32
\$500-\$600	"	"	7
\$600-\$1,000	"	"	6
Over \$1,000	"	"	3

Of the 79 companies cooperating in the study, 13 employ both salary and commission salesmen. "In most cases," William T. Doyle, president of the Research Society, points out, "these companies have gone through a transition from the days when all their salesmen were paid commission. In these instances when salesmen preferred to remain on commission, they were permitted to do so. However, when replacements were made almost always they were with salaried men."

Seven companies reported that their salesmen are compensated on a commission basis exclusively.

The commission salesmen's total income is broken down as follows, showing the number of companies reporting as well as the average commissions paid on an annual basis:

6 companies	...\$5,000-\$6,000
9 companies	...\$6,000-\$7,000
5 companies	...\$7,000-\$8,000

"Of course," says Mr. Doyle, "in all these cases the men pay their own expenses, while in the case of salaried representatives the company bears the burden."

As to the effects of the Korean war, Mr. Doyle has this to say:

"All in all the Korean conflict has not hurt the pharmaceutical sales force. Turnover, due directly to the war, ranges from 0% with 67 companies, to 5% with one company that had a number of young men eligible, and called, for military duty during the last war. Thus it can be seen that for the present, at least, detail men are not being called up in any great number."

It is estimated that direct costs to train, supervise and compensate the average detail man runs between \$9,500 and \$11,000, depending on the company. It is important then, Mr. Doyle points out, to keep turnover to a minimum by the use of improved selection and training techniques.

The Research Society's study reports the annual turnover rate among pharmaceutical sales organizations as follows:

No. of companies	%
2under 1
61-3
203-5
105-7
197-10
1410-15
515-20
3over 20

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BEG PARDON . . . In the June 15 issue (page 41) we indicated that Olin Industries, Inc. is a subsidiary of Ecusta Paper Corporation. The reverse is true. Olin Products Co., Inc., recently formed, will distribute Olin cellophane.

COMMENT

EXIT, THE CAPTIVE AUDIENCE?

The decision by the Supreme Court against the Capital Transit Co. of Washington, D. C., on the captive audience issue was received in sales and advertising circles with a calmness that bordered on indifference. There were even quite a few practitioners of advertising who were hoping for such a decision and who believe it to be in the best interest of the industry.

The only agonized cry of double-cross comes from the Grey Advertising Agency via its July 1 issue of "Grey Matter." "Grey Matter" is screaming in high C that (we quote) "... the ... conviction that advertising is pure evil ... has seeped into the Supreme Court of the United States." "Grey Matter," in fact, concludes that "advertising has never faced a greater threat."

Whoa, there, lads! A fig for the Menace. It's only a mouse in the clothes closet.

Our whole American philosophy is based on the idea that human beings should be permitted to do as they please so long as they do not interfere with the Constitutional rights of others. The gentlemen of the court, in the case of the captive audience, expressed the belief that forced listening is an invasion of the right of privacy. We applaud their decision.

We believe in freedom, but there is no such thing as absolute freedom in an orderly society. The only way to preserve freedom is to put some curbs on freedom. The only way to keep free enterprise free, for example, is to legislate against monopoly.

The only way to preserve democracy in time of a national emergency such as war, is to give autocratic powers to the President. Such actions are taken in the public interest, and we do not regard them as threats to the future of free enterprise or democratic society. Neither do we accuse the legislators who thoughtfully legalize these actions of thinking evil of the institutions and philosophies at which the curbs are directed. In such instances they are merely acting as legal agents of the public in the protection of private rights we hold dear.

To express the belief that the Supreme Court feels all advertising to be evil because the court stepped in to protect what it felt to be the public interest is sheer nonsense. To conclude that the future of advertising is threatened by the action is unadulterated hysteria.

It seems to us that thoughtful people who make their living in advertising, believe in advertising, and are jealous of the good name of advertising, could not help fearing the public relations consequences of a continuance of enforced listening. What a bitter and vociferous minority can do to kick up adverse publicity has already been amply demonstrated. The ill will would not confine itself to the marginal medium involved; it would inevitably spread over all advertising.

We stand with the Supreme Court. How do you feel about it?

PHONY AWARDS

Through common usage, the words "medal," "plaque" and "certificate" have come to mean recognition of a true honor. Several of America's most reputable advertisers have been trading, for the past year or so, on the good will associated with those words. They boast, in their advertising, that they have won this or that coveted award, implying selection through competition.

Many of these awards are nothing but slick promotional tricks by publicity-seeking groups. By handing them out to picked advertisers, these academies and institutes get free publicity build-ups. Eventually, the public learns that the awards, in the customary sense, are phony. What may have started out as a publicity stunt winds up by helping to destroy the public's confidence in truth in advertising.

The use of phony awards as the basis for advertising claims has reached such proportions that the National Better Business Bureau, at its 1951 convention, has adopted a resolution condemning them. Edward L. Greene, president, NBBB declared:

"During the past year or two, we have witnessed the regrowth of one of advertising's early, crude and cheap gimmicks—the phony honor award.

"The type of award I have in mind is the one which is primarily a promotional gimmick for the awarding organization. Although given one to a field, it is not awarded in real competition where all concerned have an equal opportunity to receive consideration. It is the one, of course, which is set up primarily to enrich the awarding organization through glorifying it in advertising for the promotional value that has, or which enriches it directly, or indirectly through a quid pro quo in one form or another. It generally employs a name which can be readily misunderstood by the public to represent some distinguished, impartial group, when such is not the case.

"Some firms may have been innocently duped into accepting and using such awards. Others have used them in fear that a competitor would do so if they didn't get there first, and others have sought them for whatever shot-in-the-arm value they might have in their copy.

"Irrespective of the motive, they have multiplied in use until today they represent a corroding influence on the integrity of advertising.

"The fact to be faced squarely is that honor awards of this character are simply using advertising as a means of fooling the public and of unfairly competing."

It's right that these awards, with their high-sounding titles, should be condemned for what they are: phony.

The next move is up to the top management of the automobile maker, the TV set producer and dozens of other manufacturers who have innocently or not allowed their advertising to boast on the basis of misleading awards. They should call an instant halt.